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ABSTRACT

This business administration curriculum is designed to prepare an individual for entry into middle-management occupations in various businesses and industries. The first two chapters in the manual give an overview of business administration in the North Carolina community college system and the competency-based curriculum development project from which the curriculum was derived. Chapter 3 comprises the bulk of the manual and presents the actual curriculum. The first part of this chapter describes the purpose and need for a business administration curriculum, then provides basic business functions performed in management, a listing of standard and specific job competencies and criteria measures, a curriculum model, and course descriptions. The final chapter provides general guidelines for program implementation including a discussion of advisory committees, faculty, facilities and equipment, and references. Appended materials include the career opportunity survey instrument and results and the task survey instrument and results. (LRA)

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BUSINESS ADMINISTRATION
COMPETENCY-BASED CURRICULUM DEVELOPMENT

A Curriculum Guide for a
Two-Year Postsecondary Program

U.S. DEPARTMENT OF HEALTH,
EDUCATION & WELFARE
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Compliance: ____________

Curriculum Standards

STATE BOARD OF EDUCATION
NORTH CAROLINA DEPARTMENT OF COMMUNITY COLLEGES
RALEIGH, NORTH CAROLINA

PROGRAM AREA	BUSINESS OCCUPATIONS
CURRICULUM CODE & TITLE	T-018 Business Administration
CURRICULUM DESCRIPTION	The Business Administration curriculum is designed to prepare an individual for entry into middle-management occupations in various businesses and industries. The curriculum provides an overview of the business and industrial world - its organization and management. The purpose of the curriculum will be fulfilled through courses designed to develop competency in: (1) understanding the principles of organization and management in business operations, (2) utilizing modern techniques to make decisions, (3) understanding the economy through study and analysis of the role of production and marketing, (4) communicating orally and in writing and (5) interpersonal relationships. Through these skills and through development of personal competencies and qualities, the individual will be able to function effectively in middle-management activities in business or industry.
JOB OPPORTUNITIES	Refer to Table 1 in Chapter II.

CURRICULUM STANDARDS

		MINIMUM/MAXIMUM RANGE OF QUARTER HOUR CREDITS			
		Technical	Technical Specialty	Vocational	Vocational Specialty
TECHNICAL/VOCATIONAL (MAJOR)		56-60			
RELATED		31-35			
GENERAL EDUCATION		18			
ELECTIVES		0-6			
COOPERATIVE EDUCATION/INTERNSHIP		0-8			
RANGE OF QUARTER HOUR CREDITS	MIN.	105			
	MAX.	116			
MINIMUM PERCENTAGE OF QHC AWARDED AS CLASS QH CREDITS		94%			
APPROVED FOR AWARDING		AAS			

FOREWORD

Business Administration: Competency-Based Curriculum Development was designed to provide a curriculum guideline for postsecondary business administration programs with emphasis on developing competencies.

This publication provides information and assistance for administrators, instructors, advisory committees and other community college and technical institute and college personnel who may be interested in developing an educational program to prepare individuals to work in mid-management jobs in business and industry. The competencies and related information in this publication should be useful in planning and developing a curriculum at the local level to meet job requirements of employers and needs of the students and institution.

The materials contained in this publication supersede all previous materials published by the Department of Community Colleges concerning T-018, Business Administration.

ACKNOWLEDGEMENTS

Many individuals have contributed to the completion of this publication. Their assistance and cooperation are appreciated.

Appreciation is especially extended to the Business Administration Working Committee and Curriculum Committee for their full support during the process of exploring business and industry career opportunities for graduates of two-year business administration programs and determining tasks.

Special appreciation and thanks are extended to the members of the Working Committee for their assistance in analyzing tasks, writing competencies, developing criteria and preparing this publication:

Dr. Lois Dixon
Joe Ezzell
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Special recognition and thanks are extended to William F. Pugh, Artist Illustrator, for designing the cover for this publication.

A special thank you and appreciation to Brenda A. Splawn for her patience and understanding while typing the materials for this publication and providing assistance in decision making and other matters.

R. Jean Overton

Max V. Hutchins

Copied materials are used herein; direct quotes are not intended to reflect sex bias on the part of the individuals preparing this manual. This guide has been specifically developed for use in training all students regardless of sex.

THIS WE BELIEVE ABOUT COMPETENCY-BASED EDUCATION

Competency-based education focuses on the mastery concept, which assumes that each student is capable of achieving a stated goal if relevant learning experiences and a flexible time frame are provided. A statement of competency is comprised of a description of the task plus a standard of performance.

Competency-based education is established on the assumption that tasks and standards can be identified and validated. Competencies may be classified as dominantly cognitive, affective or psychomotor. Most exit competencies in business education are either cognitive or affective.

Competency-based education provides a twofold benefit to the business student. First, instructional programs are planned to develop: (a) common competencies essential for effective functioning in a dynamic economic and social environment and (b) competencies required for successful job performance. Second, implementation of the systematic approach required by competency-based education focuses on the needs of each student.

About Competency-Based Education, We Believe that:

1. Studies in business education support the thesis that tasks can be identified through research.
2. Identification of tasks performed by business workers and by consumers is the first step in the formulation of competencies. Determination of the standard or range of standards is the second step in order to convert each task to a competency.
3. Continuous research is needed to identify and modify competencies relating to the total business education program.

4. Continuous validation of competencies is essential to verify applicability.

5. Competencies should provide the basis for program articulation, which will facilitate student progress.

About Competency-Based Teacher Education, We Believe that:

1. Preservice and inservice teacher education programs should be based upon identified teaching and technical competencies.

2. A continuous effort is needed to validate existing competencies for teacher education and to formulate additional teaching, technical, personal adjustment and attitudinal competencies.

About Implementation of Competency-Based Education, We Believe that:

1. A continuous-progress program should be considered as a viable alternative to the administrative units such as semester and year.

2. Program development should employ the systems approach, the general scheme of which includes: (a) using identified tasks as the basis for competencies on which to build goals; (b) constructing appropriate process and product criterion-referenced measures to determine the attainment of goals; (c) pretesting to identify the learner's initial performance in relation to a given goal and to prescribe successive actions; (d) offering a variety of instructional resources to enhance student learning; (e) posttesting to determine student achievement and (f) using feedback emerging from the evaluation to reroute students and to evaluate the effectiveness of the system.

3. Inputs into the system include: (a) the identified competencies; (b) the student (with multiple individual characteristics); (c) the teacher (with multiple individual characteristics) and (d) the instructional resources requiring multiple student interactions - reading, writing, listening, speaking, discussing, observing and performing.
4. Identified competencies should be scrutinized to determine: (a) whether each is sufficiently important to become part of an instructional program, (b) whether each is to be a primary or secondary goal and (c) whether in-school instruction is the most appropriate delivery system.
5. Concentrated attention should be given to include affective competencies which focus on the development of characteristics essential to successful interpersonal relations and to a positive self-image.
6. Learners should be provided opportunities to structure some individual goals which are mutually agreed upon.
7. The systems approach should be expanded to encourage students to analyze and modify attitudes; to formulate and redefine values and to make decisions.
8. Ongoing efforts should be made to develop, test, modify and validate criterion-references measures.
9. Continuous efforts should be made within teacher education - preservice and inservice - to enable the classroom teacher to plan and implement competency-based programs.

A statement by the Policies Commission for Business and Economic Education.

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CHAPTER I

BUSINESS ADMINISTRATION IN THE NORTH CAROLINA COMMUNITY COLLEGE SYSTEM

Curriculum Development 1957-75

The industrial education centers, provided for by legislation of the 1957 North Carolina General Assembly, were the beginning of business curriculums and courses for the soon to be established Community College System. Marketing and distribution courses, Supervisory Development Training and a one-year Engineering and Technical - Secretarial curriculum were offered. In 1963, provision was made for the establishment of the Department of Community Colleges. In Summer, 1964, Bobby Anderson, now Director of Academic and Special Programs with the Department, began coordinating business occupational programs. Marketing and distribution courses were reviewed, updated and merged into a two-year Business Administration curriculum. By Fall, 1964, the State Board of Education had approved Business Administration curriculums for ten institutions. During this time, other two-year business programs in the areas of accounting; data processing and secretarial science - legal, medical, executive and engineering and technical were developed and offered. Major revisions were made during 1966-67 to the existing business occupational programs. New curriculums in General Office Technology, Industrial Management and Traffic and Transportation were developed.

Curriculum Development - 1975

In August, 1975, a Business Administration Curriculum Advisory Committee (changed to Business Programs Curriculum Advisory Committee) consisting of two-year business educators was established. This Committee was to review the Business Administration curriculum and to consider the following points:

1. What needs to be done to strengthen the quality of the program?
2. Should business administration be changed to a management program?
3. Should options be offered?
4. How many courses/hours make an option?
5. Revise and/or develop guidelines for the curriculum.
6. Review and/or revise equipment lists for the program.

After reviewing the Business Administration curriculum and comparing it to other business occupational programs, the Committee developed a core of related business courses and suggested general education courses for all business occupational programs and suggested technical courses for the business specialty areas which included Business Administration. The Committee recommended the following:

1. Any college having employment demand in a *particular* business or industry specialty area should offer a *two-year associate degree* to meet the requirements of that specialty area.
2. Options should not be offered as part of the two-year Business Administration curriculum.

Curriculum Development - 1976-80

In Spring, 1976, the Department of Community Colleges, Program Development Division staff developed a proposal for competency-based curriculum development. The purposes, methods and procedures for this project (Project described in Chapter II.) were integrated with the objectives of the Business Programs Curriculum Advisory Committee (1975-76).

In June, 1979, a doctoral intern, Max V. Hutchins began research on this project. This publication represents the research and work of Hutchins and the input from employers, employees and educators and the input and accomplishments of the Curriculum Working Committee. (Refer to Appendix for list of committee members.)

Community College Role

Based on past experience, the community college system is in the position to provide valuable assistance in the areas of staff development and training for middle-management occupations in various businesses and industries. For the academic year 1980-81, the Business Administration curriculum will be offered in the fifty-eight colleges in the system. In 1979-80, student enrollment in the curriculum was 17,328.

CHAPTER II

COMPETENCY-BASED CURRICULUM DEVELOPMENT PROJECT

INTRODUCTION

The choice of the competency-based approach for curriculum development by the Department of Community Colleges makes the Department a part of the general movement to competency-based education in North Carolina. The competency-based concept is not new to educators, especially in North Carolina. On June 9, 1977, the General Assembly of North Carolina ratified a bill providing for the adoption and use of tests to assure that high school graduates possess skills and knowledge necessary to function in society. In addition, the test provides a means of evaluating the education process and giving it accountability (House Bill 204, Chapter 522, General Statute 115-39A). The North Carolina Competency Testing Program includes tests in reading and mathematics and tests at the competency objective and performance indicator levels. The testing program has been field tested and is now in effect.

The Department of Public Instruction, Division of Vocational Education has been developing and field testing output standards for students enrolled in high school vocational programs. In 1977, the North Carolina General Assembly (House Bill 492, Chapter 490, Article 27A, General Statute 115-229.4) gave to the State Board of Education the responsibility of developing and implementing policies designed to ensure vocational education programs of high quality. One of the policy matters addressed was the establishment of minimum standards, based on employment needs, for vocational education programs with such characteristics as program objectives, skill competencies and supervised on-the-job experience.

The State Occupational Information Coordinating Center is in the process of developing and providing an analysis of job clusters in North Carolina in terms of what to do on the job, what has to be known to do the job, and a listing of institutions that provide training for the job.

Competency-based education and employment analysis is a fact in North Carolina on many levels. The Department of Community Colleges is only one of these levels.

METHODS AND PROCEDURES

Two committees were established for this curriculum. A working committee of instructors from the postsecondary system was used in the development and writing of the curriculum materials. A curriculum committee consisting of employers, employees, educators and the working committee of instructors was used to determine the career opportunities available and to advise as to the validity of tasks and competencies being developed.

The methods and procedures for this project are described on page 3.

CAREER OPPORTUNITY SURVEY

Selection of Subjects

A career opportunity survey was conducted to determine the employment opportunities available in business and industry for graduates of two-year business administration programs. The entire population of fifty-eight

A BRIEF EXPLANATION OF EACH STEP IN THE COMPETENCY-BASED CURRICULUM DEVELOPMENT PROCESS

Step A Decide on Curriculum

The curriculum to be developed will be based on the number of offerings in the System and the potential for getting qualified persons to assist in the project. Curriculums offered in only one or two institutions will be developed if the institution wishes to assume the responsibility for writing all materials.

Step B Appoint Working Committee

The working committee consists of 3 to 7 people (instructors) from the institutions who are knowledgeable about competency-based curriculum development and who are committed to the work and who have the support of their institution's administration.

Step C Research & Review Existing Materials

A search of ERIC, V-TECS, and other agencies will be made to determine if materials are available that can be used intact or modified for this System.

Step D Identify & Contract with Project Writer(s)

The working committee may be the writers. However, an individual may be identified to be the principle writer of the materials. This person may be employed under a "contractual personal services" arrangement.

Step E Provide Orientation for Working Committee

The Program Development staff person assigned this project will conduct an orientation of the project at the first working session of the committee. The committee members and the writers will be taught how to prepare the materials for the project.

Step F Identify Job Titles & Validate

Identification of job titles will be made through a survey of the employing agencies of the prospective graduates of the program to determine the job titles and descriptions which employers are using.

Step G Identify Major Task Areas & List Tasks

A list of tasks the "employee" performs on the job is to be prepared by the principle writer and/or the working committee. The working committee will review and approve the final list of the tasks to be included in a survey sent to employers, employees, and educators.

Step H Validate Tasks Through Survey of Employers, Employees, & Educators

The task list approved by the working committee will be developed into a survey to be sent to employers, employees, and educators for their evaluation.

Step I Analyze Survey Data and Prepare Recommendations

An analysis of the survey returns will be made to determine which tasks are essential for employment.

Step J Appoint Curriculum Committee of Employers, Employees, & Educators to Review Materials

A curriculum committee consisting of employers, employees, and the working committee of instructors will be appointed to evaluate the materials and to advise on any changes.

Step K Write Job Competencies for Tasks

Competencies will be written for each task. The competencies may be written by the working committee or the project writer. The competency will be stated in terms of the job performance requirement.

Step L Write Criterion Measures for Competencies

Criterion measures to judge job performance for each competency will be written by the working committee or the project writer.

Step M Organize Tasks to Job Titles in Career Ladder Concept

The task will be matched to job titles using linear and/or branching technique to indicate which task a person performs in each job position. These job positions will be organized in a hierarchical position to indicate job levels.

Step N Organize Tasks into Courses & Write Curriculum Course Descriptions

The tasks will be organized into suggested courses. Course descriptions will be written and these course descriptions will be organized into a curriculum model.

Step O Print Draft of Materials

A draft of the materials will be printed to be used in a workshop for the instructors.

Step P Hold Inservice Workshop for Instructors & Advisory Committee to Review Materials

The Program Development staff person assigned to this project will conduct a workshop to familiarize the instructors with the purpose of the competency-based project and the materials produced. The working committee and the advisory committee will assist in the workshop. The workshop participants will provide the final review of the materials.

Step Q Revise Materials

The curriculum materials will be revised in accordance with the recommendations of the instructors and advisory committee.

Step R Publish & Distribute to Institutions

The curriculum materials will be printed and distributed to all institutions in the Community College System.

community colleges, technical institutes and colleges currently offering business administration programs was surveyed. Information was mailed to the department head of each institution to be distributed to five business and industry representatives on the local curriculum advisory committee.

Since data collected in this project was not subject to sophisticated statistical analysis, a purposive sample was utilized and a small survey of business administration curriculum advisory committee members from the fifty-eight community colleges, technical institutes and technical colleges was used.

Design of Survey

The United States Department of Labor Dictionary of Occupational Titles (D.O.T.) code numbers and occupational titles for occupations that might exist for graduates of the business administration program were listed on the career opportunity survey. The occupational titles were clustered in twenty-one categories with a general description of each category included on the survey. The D.O.T. job description for each title was attached to the survey.

Respondents were asked to indicate if these career opportunities do exist in North Carolina for graduates of a business administration program and also to indicate their opinion as to the educational level(s) at which the training should be available. (Refer to Appendix for an example of the form used.)

Results of the Survey

The 30 percent of career opportunity survey forms returned represented 81 respondents, which was predetermined to meet the small sample criteria. The occupational titles selected for the project were based on fifteen or more responses indicating that training should be available in the community college system and both the community college system and the four-year college or university. Occupational titles identified as training responsibility of the four-year college or university only should be analyzed by those institutions. (Results of the survey are in the Appendix.)

Career Opportunities Identified

The career opportunity survey included 21 job categories and 210 occupational titles. After the survey data were compiled from the 210 jobs on the survey, the participants eliminated 59 jobs from community college training only and 52 jobs from both the community college system and the four-year system. Because the survey participants failed to eliminate career opportunities as expected, because of the extensive analysis process of the vast number of titles remaining and the question of whether a two-year business administration program could prepare qualified employees for all the titles identified, the project's working committee reviewed again the occupational titles and decided to develop criteria for elimination of additional occupational titles. The criteria used for elimination was more stringent than that used in the original selection process of occupational titles for the career opportunity survey. Occupational titles were systematically eliminated from the project using one or more of the following:

1. Competencies for the tasks in the occupational title have been or will be identified more appropriately in other curriculums.
2. Competencies for the tasks in the occupational title are related to or identified with competencies for another occupational title.
3. The occupational title is an advanced level of other titles that have been identified or will probably be identified for another curriculum.
4. The occupational title requires specialized training or special instruction that is not available in a business administration curriculum.
5. The occupational title requires preparation/training through two or more curriculums or areas of study with business administration being the support or less dominant curriculum or area.

Based on this data, fifty-six occupational titles were selected and described as the occupational titles for this project. The occupational categories and titles are shown in Table 1.

Table 1

Business Administration Occupations

Identified for North Carolina

Category	D.O.T. Code	Job Title
BUDGET AND MANAGEMENT SYSTEMS ANALYSIS	161.267-014	Dealer Accounts, Credit Officer
PURCHASING MANAGEMENT	162.157-038	Purchasing Agent
SALES AND DISTRIBUTION MANAGEMENT	163.167-018	Sales Manager
PUBLIC RELATIONS MANAGEMENT	165.067-010	Public-Relations Representative
	165.117-010	Fundraising Director
	165.167-010	Sales-Service Promoter
PERSONNEL ADMINISTRATION	166.117-018	Personnel Manager
	166.227-010	Training Representative
	166.267-010	Employment Interviewer
MANAGERIAL AND PUBLIC SERVICE INSPECTORS AND INVESTIGATORS	168.167-054	Credit and Collection Manager
	168.167-058	Customer Service Manager
	168.267-038	Eligibility-and-Occupancy Interviewer
ADMINISTRATIVE SPECIALIZATIONS	169.167-018	Contact Representative
MANUFACTURING INDUSTRY MANAGERS AND OFFICIALS	183.117-010	Branch Manager
	183.117-014	Production Superintendent
	183.161-010	Inspection Supervisor
	183.167-018	General Supervisor
TRANSPORTATION, COMMUNICATION AND UTILITIES INDUSTRY MANAGERS AND OFFICIALS	184.117-014	Transportation Director
	184.167-038	Chief Dispatcher
	184.167-094	Traffic Manager
	184.167-114	Warehouse Manager
	184.267-010	Freight-Traffic Consultant
WHOLESALE AND RETAIL TRADE MANAGERS AND OFFICIALS	185.167-018	Distribution Warehouse Manager
	185.167-026	Machinery-or-Equipment Rental and Leasing Manager
	185.167-038	Parts Manager
	185.167-066	Vending-Stand Supervisor
	185.167-070	Wholesaler

Table 1 (Continued)

Category	D.O.T. Code	Job Title
FINANCE, INSURANCE AND REAL ESTATE MANAGERS AND OFFICIALS	186.117-062	Public Events Facilities Rental Manager
	186.137-010	Safety Deposit Supervisor
	186.167-018	Apartment House Manager
	186.167-022	Credit Card Operations Manager
	186.167-026	Credit Union Manager
	186.167-030	Housing Project Manager
	186.167-042	Market Manager
	186.167-050	Operations Officer
	186.267-010	Bonding Agent
	186.267-014	Loan Counselor
	186.267-018	Loan Officer
SERVICE INDUSTRY MANAGERS AND OFFICIALS	187.137-014	Volunteer Services Supervisor
	187.167-018	Labor Union Business Representative
	187.167-042	Chamber of Commerce Division Manager
	187.167-078	Convention Manager
	187.167-082	Customer Services Manager
	187.167-098	Employment Agency Manager
	187.167-150	Storage Garage Manager
	187.167-154	Theater Manager
	187.167-158	Travel Agency Manager
	187.167-162	Vehicle Leasing and Rental Manager
	187.167-186	Residence Supervisor
	187.167-198	Veterans Contact Representative
PUBLIC ADMINISTRATION MANAGERS AND OFFICIALS	188.117-110	Housing-Management Officer
	188.167-010	Appraiser
	188.167-058	Office Manager
MISCELLANEOUS MANAGERS AND OFFICIALS	189.167-018	Management Trainee
	189.167-022	Department Manager
AGENTS AND APPRAISERS	191.117-014	Booking Manager

CHAPTER III

BUSINESS ADMINISTRATION CURRICULUM

The [illegible]ess administration curriculum described in this chapter was developed and approved by the North Carolina Department of Community Colleges Business Administration Curriculum Committee, consisting of business and industry employees, employers and educators; and through the planning and researching efforts of Max V. Hutchins. (Refer to Appendix for list of committee members.)

The first part of this chapter describes the purpose and need for a business administration curriculum followed by basic business functions performed in management, a listing of standard and specific job competencies and criteria measures, a curriculum model and course descriptions.

Competencies and Criteria Measures

Competencies and criteria measures for this curriculum were classified in two groups. Competencies and criteria measures *standard for all business administration occupations* are classified in the first group. The second grouping includes competencies and criteria measures for *each business administration occupational title* selected for this project. Completion of this curriculum should assure that graduates have the basic knowledge or understanding, skill and/or attitude needed for employment in middle-management occupations in various businesses and industries.

The competencies and criteria measures were based on a task survey by mail to employees and employers on community college, technical institute or technical college business administration curriculum advisory committees and business administration educators in the postsecondary systems and on a task analysis by members of the Business Administration Working Committee. (Refer to Appendix for form examples.)

Curriculum Model and Course Descriptions

The curriculum model is based on the competencies identified and recommendations of the curriculum committee. This model accounts for the basic competencies needed to be successful in North Carolina business and industry occupations in middle management. This proposed "model" curriculum cannot take into account the interests, needs, devices and uniqueness of the students in terms of their own individuality or in terms of the different types of businesses and industries in which they will be working. The basic concepts are included, but the curriculum should be adjusted to fit the needs and strengths of the individual. Success of the curriculum depends on input from the local community - business and industry - employers and employees, businesses and industries to be served by this program, participants in the program and secondary and postscondary educational systems.

Course descriptions have been included for the technical, related, general education and elective courses suggested for this curriculum.

MIDDLE-MANAGEMENT POSITIONS

Management is the achievement of organizational objectives through people and other resources. The central purpose throughout the Business Administration program in the community college system should be to train students for *middle-management positions* in business and industry. However middle-management positions have been difficult to define; and in many cases neither salary nor titles will properly identify this group.

The middle-management population is usually identified as a cluster of management personnel immediately below top management and above the rank and file employees. This level of management (1) usually carries out the policies of top management rather than creating policies, (2) almost always has supervisory duties and responsibilities and (3) provides management's connection with rank and file employees. The degree of responsibility and authority varies among companies.

Areas of emphasis for middle-management programs are described below:

1. Emphasis on Supervisory Skills. The major responsibility of the middle manager is to get work done through other people. The success of the middle manager depends upon achievement of the subordinates.
2. Emphasis on Human Relations. The middle manager needs to develop interpersonal competencies before assuming a position. The understanding of why people act the way they do and how people will react to various situations is very important.
3. Emphasis on Management Skills. The manager must make effective use of people and resources in order to accomplish goals and objectives. The manager must understand and practice the management functions - planning, organizing, directing, staffing and controlling.

BUSINESS FUNCTIONS

Four basic functions are performed by any business or industry, regardless of size. These functions are described below and were used as the basis for organizing the tasks and competencies in this publication.

Production Function

This function includes the skills and job proficiency necessary to effectively manage the production of goods and services. Emphasis is not on the technical knowledge and skills of production.

Marketing Function

This function includes the performance of business activities that direct the flow of goods and services from producer to consumer or user. Activities of buying, selling, transporting, storing, financing, marketing research and information, risk taking and product standardizing and grading are included in this function.

Finance Function

This function includes business activities that are necessary for generating funds and expending funds. Activities relating to the money and banking system, securities, risk management and insurance, accounting, data processing systems, management information and statistical systems are included in this function.

Human Resources Management Function

This function includes activities necessary for the recruitment, selection, development and motivation of human resources. Activities relating to wage and salary administration, employment procedures, training, employee benefits, industrial relations and employee counseling are included in this function.

Table

CLASSIFICATION OF 109 STANDARD TASKS BY BUSINESS FUNCTION

Task	Production	Marketing	Finance	Human Resources Management	All Functions
Maintains records of material lists.	X	X			
Prepares work orders, orders for parts.	X	X			
Writes/dictates business letters and memoranda.					X
Writes/prepares proposals.					X
Writes requisitions.					X
Prepares recommendations.					X
Prepares field reports.		X			
Writes job specifications/descriptions.				X	
Charts data.					X
Writes advertisements.		X		X	
Prepares summary reports.					X
Prepares financial and budget reports.			X		
Writes service reports or maintenance reports.	X				
Writes complaint reports.				X	
Prepares budget justifications.					X
Prepares production reports.	X				
Completes government reports.			X	X	

Table 1 (Continued)

Task	Production	Marketing	Finance	Human Resources Management	All Functions
Gives directions to employees and/or peers.					X
Explains work projects and progress to supervisor.					X
Participates in group discussion of technical data.					X
Explains present and future work projects to peers, supervisors and employees.					X
Explains needs to sales representatives.		X			
Persuades peers, employees and supervisors.					X
Explains new methods/procedures/techniques.					X
Maintains communication flow from top management to employee.					X
Asks questions.					X
Answers questions.					X
Relays messages.					X
Makes introductions.					X
Describes concepts, processes, objects to technical and semi-technical personnel.	X			X	
Uses telephone skills for exchanging information.					X
Explains relationships between/among work activities and organizational goals.					X

Table 1 (Continued)

Task	Production	Marketing	Finance	Human Resources Management	All Functions
Reads directions and instructions.					X
Reads manuals.					X
Reads manufacturer's literature.	X	X			
Reads government regulations.					X
Reads professional literature.					X
Reads technical data.					X
Reads specifications.	X	X			
Reads schedules.					X
Reads work and material orders.	X		X		
Reads correspondence.					X
Reads reports.					X
Reads price lists and catalogues.	X	X			
Reads company policies and procedures.					X
Reads invoices.			X		
Follows instructions.					X
Records phone messages accurately.					X
Participates in group discussions.					X

Table 1 (Continued)

Task	Production	Marketing	Finance	Human Resources Management	All Functions
Receives information on how to do something.					X
Actively listens.					X
Interprets problems.					X
Applies technical information.	X	X			
Explains organizational structure to employees.				X	
Coordinates activities of organizational divisions.				X	
Manages time.					X
Evaluates personnel performance					X
Explains relationships between/among work activities to subordinates.					X
Delegates authority and defines responsibilities to subordinates.					X
Explains grievance process to subordinates.				X	
Screens prospective employee applications.				X	
Interviews prospective employee.					X
Recommends applicants for employment.				X	
Determines pay rates for new employees.				X	

Table 1 (Continued)

Task	Production	Marketing	Finance	Human Resources Management	All Functions
Conducts job orientation.				X	
Determines training needs.				X	
Trains employees.				X	
Prepares employees for future position/ advancement.				X	
Assists subordinates in establishing career goals.				X	
Supervises subordinates.					X
Schedules work.					X
Facilitates group cooperation.					X
Maintains employee morale.					X
Establishes lines of communication.					X
Observes duties performed by subordinates.					X
Coordinates activities to solve employee/ employer problems.				X	
Coordinates activities to solve employee/ supervisor problems.				X	
Decides upon methods of communication.					X
Defines and models expected attitudes to/for subordinates.					X

Table 1 (Continued)

Task	Production	Marketing	Finance	Human Resources Management	All Functions
Maintains a business-like appearance.					X
Counsels with employees.					X
Disciplines employees.					X
Acts for employer/management on committees.					X
Organizes or helps organize committees.					X
Travels for company business purposes.					X
Selects and/or orders furnishings, equipment and supplies.		X			
Welcomes visitors.				X	
Conducts meetings					X
Attends meetings relating to job activities.					X
Attends outside job related conventions, banquets or meetings.					X
Interprets policy.					X
Makes decisions.					X
Consults with other company personnel for decision-making.					X
Handles classified and confidential records.					X
Decides upon methods of communication.					X

Table 1 (Continued)

Task	Production	Marketing	Finance	Human Resources Management	All Functions
Compares and verifies accuracy of information and communications.					X
Locates and assembles information and data for reports.					X
Uses references in obtaining information.					X
Compiles statistical data, using mathematical computation.					X
Studies and analyzes information presented in financial reports.			X		
Makes decisions based on information presented in financial reports.			X		
Prepares requests for information compilation.					X
Provides for data for manual report preparation.					X
Provides for data for data processing.					X
Utilizes information from manual data processing.					X
Utilizes information from electronic data processing.					X
Represents the company when appropriate.					X
Follows-up on suggestions from superiors.					X
Assists in making company policy.					X

COMPETENCIES STANDARD FOR ALL BUSINESS ADMINISTRATION OCCUPATIONS

TASK: Maintains records of material lists.

COMPETENCY: The manager will design and maintain records of material lists.

CRITERIA:

1. Do the manager's material lists provide for all necessary information for which they were designed?
2. Are the manager's material lists timely maintained without error?
3. Can the manager's material lists be used for inventory control, reordering, costing and comparison?

TASK: Prepares work orders, orders for parts.

COMPETENCY: The manager can prepare work orders.

CRITERIA:

1. Can work be completed accurately and efficiently by following the manager's work orders?
2. Can the manager's work orders be used by the worker without additional information?

COMPETENCY: The manager can prepare orders for parts.

CRITERIA:

1. Can the manager systematically determine the need for ordering parts?
2. Can the manager's parts order be filled by the receiver accurately and without further need for clarification?
3. Can the manager prepare orders for parts so that their arrival is timely?

TASK: Writes/dictates business letters and memoranda.

COMPETENCY: The manager can compose and write business letters.

CRITERIA:

1. Is the manager's letter concise?
2. Does the manager's letter contain the essential information?
3. Is the manager's letter oriented to the reader?

4. If the manager's letter is a response, does it provide the information requested?

5. Does the manager use the essentials of good letter writing?

   a. Is the letter complete?
   b. Is the information contained in the letter clear?
   c. Is the language of the letter concrete?
   d. Is the form of the letter, the spelling of the words in the letter, grammatical usage, construction and punctuation of sentences, and the division of the letter into paragraphs correct?
   e. Are the words used in the letter concise? Are the sentences concise? Does the letter convey its meaning clearly and convincingly and yet as briefly as the subject permits?
   f. Is the letter courteous?
   g. Does the letter have special character or personality?

COMPETENCY: The manager will dictate business letters.

CRITERIA:

1. Did the manager speak slowly and distinctly, using logical phrasing?

2. Does the manager organize thoughts and materials before beginning the dictation?

3. Does the manager indicate what is being dictated?

4. Did the manager indicate the number of copies needed?

5. Did the manager give any special instructions about typewritten form?

6. Did the manager spell out proper names and technical words?

7. Did the manager dictate figures clearly?

8. After the dictation, did the transcriber answer questions or make clarifications on points which were unclear?

TASK: Writes/prepares proposals.

Prepares recommendations.

COMPETENCY: The manager can research, study and analyze information. The manager will integrate information collected in preparing and writing proposals and recommendations.

CRITERIA:

1. Can the manager's proposal or recommendation be defended against peer critique?

2. Can the manager's proposal or recommendation be read with understanding?

3. Can the manager's proposal or recommendation be implemented without difficulty?

4. Is the manager's proposal or recommendation complete?

5. Is the manager's proposal or recommendation justifiable?

6. Can the manager's proposal or recommendation be understood without additional explanation?

7. Is the proposal or recommendation supported by accurate and pertinent information?

TASK: Writes requisitions.

COMPETENCY: The manager can write requisitions.

CRITERIA: Can an order be processed accurately from the manager's requisitions?

TASK: Prepares field reports.

Prepares financial and budget reports.

Writes service reports or maintenance reports.

Writes complaint reports.

Completes government reports.

COMPETENCY: The manager will prepare field reports, financial and budget reports, service reports or maintenance reports, complaint reports and government reports.

CRITERIA:

1. Does the manager's report contain all the essential information?

2. Does the manager's report exclude unnecessary or unneeded information?

3. Is the information in the manager's report clear, concise and self-explanatory?

4. Is the manager's report accurate?

5. Can the manager's report be used for the purpose for which it was intended?

TASK: Writes job specifications/descriptions.

COMPETENCY: The manager can write job specifications and descriptions.

CRITERIA:

1. Can the worker determine job goals and objectives by reading the manager's job description?

2. Can the worker determine the expected job performance requirements from the manager's job specifications?

3. Can the manager's job description and job specifications be used to evaluate the worker or measure job performance?

TASK: Charts data.

COMPETENCY: The manager can chart data.

CRITERIA:

1. Is the manager's chart an accurate, graphical presentation of the source data?

2. Does the manager's chart present an understandable representation of the source data?

3. Can the manager's charted data be used in decision making or problem solving?

TASK: Writes advertisements.

COMPETENCY: The manager can write advertisements.

CRITERIA:

1. Does the advertisement include all the essential information needed to accomplish its purpose?

2. Is the advertisement completely accurate and void of misleading or questionable information?

TASK: Prepares summary reports.

COMPETENCY: The manager will prepare summary reports.

CRITERIA:

1. Does the summary report contain all the essential information?

2. Does the summary report exclude unnecessary or unneeded information?

3. Is the information included in the report clear, concise and self-explanatory?

4. Is the summary report accurate?

5. Can the summary report be used for the purpose for which it was intended?

6. Is the manager's summary report an adequate condensation of more extensive data?

TASK: Prepares production reports.

COMPETENCY: The manager will prepare budget justifications.

CRITERIA:

1. Does the manager's budget justification list goals and objectives?

2. Does the budget justification list fund requests needed to meet the goals and objectives?

3. When presenting requests for funding, did the manager compare the request with stated needs?

4. Did the manager give alternative solutions for satisfying the stated budget needs?

5. Did the manager list budget selections (products and costs) and the reason(s) for the selections?

6. Did the manager explain reason(s) for any cost differences in the products selected versus those not selected.

TASK: Gives directions to employees and/or peers.

COMPETENCY: The manager will give directions to employees and peers.

CRITERIA:

1. Did the manager use appropriate and effective communication skills in giving directions?

2. Is the manager clear, concise and consistent in communicating directions?

3. Were the employees or peers able to follow the directions given by the manager?

TASK: Explains work projects and progress to supervisor.

COMPETENCY: The manager will provide explanations to superiors on work projects and progress.

CRITERIA:

1. Does the manager's explanation clearly cover the essentials of the work project?
2. Does the manager's explanation efficiently present the pertinent information needed to update superiors?
3. Does the manager's explanation include information on progression of the work?

TASK: Participates in group dicussion of technical data.

COMPETENCY: The manager will participate in group discussion of technical data.

CRITERIA:

1. Did the manager take an active role in the group discussion?
2. Did the manager demonstrate awareness and understanding of the statements made by other participants?
3. Did the manager offer pertinent and relevant input to contribute constructively to the group discussion?
4. Did the manager's contribution lead to a usable outcome(s)?

TASK: Explains present and future work projects to peers, supervisors and employees.

COMPETENCY: The manager will explain present and future work projects to peers, supervisors and employees.

CRITERIA:

1. Is the manager clear, concise and consistent in communicating explanations?
2. Does the manager practice appropriate and effective communication skills in giving explanations?
3. Can the manager's peers, supervisors and employees use the manager's explanations in planning for present and future work projects?

TASK: Explains needs to sales representatives.

COMPETENCY: The manager can explain material resource needs to sales representatives.

CRITERIA: Does the manager's explanation permit the sales representative to respond to needs of the company?

TASK: Persuades peers, employees and supervisors.

COMPETENCY: The manager can persuade peers, employees and supervisors when appropriate.

CRITERIA:

1. Did the manager change others' opinions?
2. Did the manager gain the support of others?
3. Did the manager's peers, employees and supervisors adopt the manager's opinion?

TASK: Explains new methods/procedures/techniques.

COMPETENCY: The manager will explain new methods, procedures and techniques.

CRITERIA:

1. Is the manager clear, concise and consistent in communicating new methods, procedures and techniques to others?
2. Does the manager practice appropriate and effective communication skills in explaining new methods, procedures and techniques to others?
3. Can others use the explanation provided by the manager to implement actions involving new methods, procedures and techniques?

TASK: Maintains communication flow from top management to employee.

COMPETENCY: The manager can maintain communications flow from top management to employee.

CRITERIA:

1. Is the manager clear, concise and consistent in communicating information from top management to employees?
2. Does the manager accurately relay information from top management to employees?

3. Does the information communicated from top management to employee, through the manager, enable others to perform their task?

TASK: Asks questions.

COMPETENCY: The manager can ask questions, prepare and ask questions which are pertinent and applicable and designed to provoke responses from those with more information than he/she possesses.

CRITERIA: Can the manager ask a pertinent question to obtain information needed to make an appropriate decision?

TASK: Answers questions.

COMPETENCY: The manager provides answers to superiors and others when presented with questions on topics of which he/she has knowledge or on which he/she can obtain information.

CRITERIA:

1. Can the manager obtain answers to questions?
2. Can the manager answer questions based on own knowledge to satisfy the questioner's needs?

TASK: Relays messages.

COMPETENCY: The manager can receive information and will relay it to other individuals with accuracy and clarity.

The manager takes precautions to assure that the information is received and interpreted without additions or deletions from the originator to the user.

CRITERIA:

1. Does the manager accurately relay information from the initiator to the receiver?
2. Is the manager clear, concise and consistent in communicating messages?

TASK: Makes introductions.

COMPETENCY: The manager can make introductions.

CRITERIA:

1. Does the manager speak clearly when making introductions?
2. Can the manager create a comfortable environment when making introductions?

TASK: Describe concepts, processes, objects to technical and semi-technical personnel.

COMPETENCY: The manager can use appropriate terminology and methodology in describing concepts, processes and objects to technical and semi-technical personnel.

CRITERA:

1. Does the manager use and adapt language, vocabulary and communication techniques appropriate to the technical or semi-technical worker?
2. Does the manager describe concepts, processes and objects?

TASK: Uses telephone skills for exchanging information.

COMPETENCY: The manager can use appropriate communication skills to exchange information when communicating by telephone.

CRITERIA: Does the manager communicate by telephone so that all parties to the conversation are adequately and efficiently served?

TASK: Reads directions and instructions.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads manuals.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads manufacturer's literature.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads government regulations.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads professional literature.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads technical data.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads specifications.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads schedules.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads work and material orders.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads correspondence.

COMPETENCY: The manager can read and will comprehend correspondence and decide on the appropriate activity to initiate a response to the corresponded information.

CRITERIA:

1. Does the manager read and correctly interpret correspondence?
2. Does the manager initiate a quick, clear and concise response to the correspondence?

TASK: Reads reports.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job?

TASK: Reads price lists and catalogues.

COMPETENCY: The manager can read and will comprehend price lists and catalogues to determine prices of selected items and to determine items to be purchased.

CRITERIA:

1. Does the manager read and correctly interpret price lists and catalogues to determine prices of selected items?
2. Does the manager read and correctly interpret information on selecting items to be purchased?

TASK: Reads company policies and procedures.

COMPETENCY: The manager will read and can comprehend job-related information.

CRITERIA: Can the manager read and correctly interpret information needed to do the job.

TASK: Reads invoices.

COMPETENCY: The manager can identify invoice items, differentiating characteristics of selected items listed and verifying price, company, shipping and other information.

CRITERIA: Can the manager read and comprehend invoices and identify various items listed on the invoice?

TASK: Follow instructions.

Receives information on how to do something.

COMPETENCY: The manager can perform tasks as required by instructions.

CRITERIA:
1. Does the manager comprehend instructions?
2. Does the manager demonstrate the capacity to accomplish tasks in accordance with instructions?

TASK: Records phone messages accurately

COMPETENCY: The manager can summarize telephone messages for relay to others, either written or orally.

The manager notes telephone message essentials for later reference.

CRITERIA:
1. Does the manager accurately convey the essence of telephone messages to others?
2. Does the manager keep records of telephone messages when appropriate?

TASK: Participates in group discussions.

COMPETENCY: The manager will take an active role in group discussions.

CRITERIA:
1. Can the manager initiate and/or participate in group discussions by expressing his/her ideas clearly?
2. Does the manager offer suggestions to contribute to the overall effectiveness and decision-making ability of the group?
3. Can the manager demonstrate an awareness and understanding of other participants' statements by responding appropriately?
4. Does the manager offer relevant input in reaching viable solution?

TASK: Actively listens.

COMPETENCY: The manager will display active listening techniques such as empathy and eye contact.

CRITERIA:

1. Can the manager understand the person(s) viewpoints?
2. Does the manager maintain eye contact with the person he/she is listening to?
3. Can the manager respond orally to statements by another person(s) which show that the person's viewpoint is understood.

TASK: Interprets problems.

COMPETENCY: The manager can define and will analyze problems objectively.

CRITERIA: Can the manager use the scientific method of problem solving in determining what the problem is and what was the cause(s)?

TASK: Applies technical information.

COMPETENCY: The manager will use technical information in performing a task(s).

CRITERIA:

1. Does the manager use technical information as a resource in making decisions or problem solving?
2. Can the manager apply technical information in accomplishing objectives of the company?

TASK: Explains organizational structure to employees.

Explains relationships between/among work activities to subordinates.

Explains relationships between/among work activities and organizational goals.

Explains grievance process to subordinates.

COMPETENCY: The manager will use effective communication skills to explain organizational relationships and processes.

CRITERIA:

1. Can the manager explain the organizational structure of the company to employees?

2. Can the manager describe how work activities in the company relate to subordinates?

3. Can the manager explain how work activities in the company relate to organizational goals?

4. Does the manager explain to subordinates how the grievance procedure works?

TASK: Coordinates activities of organizational divisions.

COMPETENCY: The manager can plan, organize and direct organizational activities to ensure cooperation among divisions.

CRITERIA: Does the manager complete projects by planning, organizing and directing the activities of personnel under his/her supervision?

COMPETENCY: The manager will cooperate with other organizational divisions in order to accomplish assigned tasks.

CRITERIA: Does the manager coordinate work activities with other divisions?

TASK: Manages time.

COMPETENCY: The manager can apply time management techniques.

CRITERIA:
1. Does the manager complete assigned tasks on time?
2. Does the manager plan the day's activities so as to minimize non-productive time?

TASK: Evaluates personnel performance.

COMPETENCY: The manager will collect and can use appropriate data in evaluating job performance of personnel.

CRITERIA: Does the manager ensure that performance evaluations are accurate and fair by collecting as much objective data as possible?

TASK: Delegates authority and defines responsibilities to subordinates.

COMPETENCY: The manager can assign and delegate authority and responsibilities to employees.

1. Does the manager identify and delegate to employees the authority to accomplish specific work objectives?

2. Does the manager hold employees accountable for their performance?

TASK: Screens prospective employee applications.

Interviews prospective employee.

Recommends applicants for employment.

COMPETENCY: The manager can evaluate job applicants and will prepare recommendations and justification.

CRITERIA:

1. Does the manager screen employment applications to ensure that time and money is not wasted in interviewing applicants who are not qualified?

2. Can the manager interview employees in such a way as to minimize probability of a poor selection and to maximize probability of a good selection?

3. Does the manager adequately justify recommendations for employment?

TASK: Determines pay rates for new employees.

COMPETENCY: The manager can develop a pay rate proposal for a new employee.

CRITERIA:

1. Can the manager use the criteria of qualifications, education, experience and other data in preparing a pay rate proposal based on the organization's wage and salary plan?

2. Can the manager use prevailing wage rates in the local area in preparing a wage rate proposal?

3. Can the manager prepare a pay rate proposal based on supply and demand factors in the labor market?

TASK: Conducts job orientation.

Trains employees.

COMPETENCY: The manager will orient and effectively train new employees.

CRITERIA:

1. Does the manager explain to a new employee those things necessary for a smooth transition into the work force?
2. Does the manager show the employee the work area and identify locations of cafeteria, restrooms, locker rooms and other areas of importance to the new employee?
3. Does the manager demonstrate the use of any machinery or equipment the employee is expected to use?
4. Does the manager establish an initial training schedule for the new employee?
5. Does the manager personally train the employee in job processes or delegate training to someone else?

TASK: Determines training needs.

Prepares employees for future position/advancement.

Assists subordinates in establishing career goals.

COMPETENCY: The manager can develop individual staff development programs.

CRITERIA:

1. Can the manager establish a career progression plan for each employee?
2. Can the manager identify goals and specific skills that need to be developed in order for the employee to advance?

TASK: Supervises subordinates.

Defines and models expected attitudes to/for subordinates.

Counsels with employees.

Acts for employer/management on committees.

COMPETENCY: The manager is an effective supervisor.

CRITERIA:

1. Does the manager monitor the work activities of subordinates, taking corrective action where necessary?
2. Can the manager schedule work activities to ensure that appropriate activities are completed?
3. Does the manager succeed in establishing a work environment conducive to cooperation among members of the work force?

4. Is the manager able to exercise good human relations skills in maintaining good employee morale?

5. Does the manager employ sound communication techniques in establishing lines of communication?

6. Does the manager resolve employee, work-related problems?

7. Can the manager select the appropriate method for communicating with employees?

8. Is the manager a role model for employees?

9. Does the manager use appropriate counseling techniques when working with employees?

10. Is the manager able to select and administer the proper discipline when employee infractions of rules, procedures or policy occurs?

TASK: Maintains a business-like appearance.

COMPETENCY: The manager will select appropriate business attire.

The manager will relate the organization's dress preferences to employees.

CRITERIA:

1. Can the manager choose appropriate attire for a business-like appearance?

2. Can the manager conduct himself/herself in a courteous, business-like manner?

3. Can the manager communicate the organization's dress preferences to employees?

TASK: Organizes or helps organize committees.

COMPETENCY: The manager can select or assist in selecting committee members.

CRITERIA:

1. Can the manager assume leadership responsibility for organizing a committee?

2. Can the manager effectively select members to serve on a committee?

TASK: Travels for company business purposes.

Attends meetings relating to job activities.

Attends outside job related conventions, banquets or meetings.

Represents the company when appropriate.

COMPETENCY: The manager can plan and will travel for company purposes, will attend meetings, conventions or other functions, and will represent the company when appropriate.

CRITERIA:

1. Can the manager organize a business trip?
2. Can the manager adhere to a schedule on a business trip?
3. Can the manager conduct himself/herself in a professional manner in a business meeting, convention or banquet?
4. Can the manager comprehend the information obtained from business meetings and conventions?
5. Can the manager draw implications for the business from the information collected?
6. Does the manager have adequate knowledge of the company and its policies?
7. Can the manager professionally represent the company?

TASK: Selects and/or orders furnishings, equipment and supplies.

COMPETENCY: The manager can select and prepare an order for items needed in the business.

CRITERIA:

1. Can the manager obtain information on products concerning quality, prices, quantity and availability?
2. Can the manager select the most appropriate product based on need and the information obtained?
3. Can the manager complete a purchase order with selected company guidelines?

TASK: Welcomes visitors.

COMPETENCY: The manager will greet visitors and offer his/her services as a representative of the company.

CRITERIA: 1. Can the manager greet visitors in a courteous, professional manner?

2. Can the manager offer his/her assistance to visitors and help them feel welcome?

TASK: Conducts meetings.

COMPETENCY: The manager can plan, organize and direct meetings.

CRITERIA: 1. Can the manager assume leadership responsibility for conducting a meeting?

2. Can the manager demonstrate communication skills adequate to conduct a meeting?

TASK: Interprets policy.

COMPETENCY: The manager can analyze and will explain company policy and objectives to his/her employees.

CRITERIA: 1. Can the manager comprehend company policy and objectives?

2. Can the manager demonstrate communication skills necessary to interpret company policy and objectives to others?

TASK: Makes decisions.

Makes decisions based on information presented in financial reports.

COMPETENCY: The manager can make decisions to facilitate business operations.

CRITERIA: 1. Can the manager analyze information concerning the business operation?

2. Can the manager draw implications from the analyzed information based on economic factors, and organizational goals and resources?

3. Can the manager make decisions that will facilitate the business operations based on the information analyzed?

TASK: Consults with other company personnel for decision-making.

Assists in making company policy.

COMPETENCY: The manager will consult with and can assist appropriate company personnel in making decisions concerning departmental operations or company policy.

CRITERIA:

1. Can the manager obtain assistance, support and/or commitment to departmental or company decisions, objectives, problems or plans from company personnel?
2. Can the manager provide information to the appropriate groups and individuals concerning departmental operations or company policies?
3. Can the manager take an active part in forming company policy?

TASK: Handles classified and confidential records.

COMPETENCY: The manager will receive and can manage confidential information without unnecessary disclosures or discussion with unauthorized persons.

CRITERIA:

1. Can the manager manage classified and confidential information?
2. Can the manager refrain from making unnecessary disclosures of classified and confidential information to others?
3. Can the manager deal with classified and confidential information professionally and ethically?

TASK: Decides upon methods of communication.

COMPETENCY: The manager can select an appropriate communication method based on the type of information to be conveyed.

CRITERIA:

1. Does the manager have an understanding of the various methods of communication?
2. Can the manager select the most appropriate method of communication based on the message to be transmitted, cost analysis and legal considerations?

TASK: Compares and verifies accuracy of information and communications.

Locates and assembles information and data for reports.

Uses references in obtaining information.

Compiles statistical data, using mathematical computation.

Studies and analyzes information presented in financial reports.

Prepares request for information compilation.

Utilizes information from manual data processing.

Utilizes information from electronic data processing.

COMPETENCY: The manager will collect and can analyze relevant information and data for use in the business.

CRITERIA:

1. Can the manager use references in obtaining information concerning the business?
2. Can the manager collect and assemble relevant information and data for business reports?
3. Can the manager utilize information from manual data processing and electronic data processing?
4. Can the manager prepare a request for information compilation?
5. Can the manager compile statistical data, using mathematical compilation?
6. Can the manager analyze all relevant information that has been collected and compiled?
7. Can the manager compare and verify the accuracy of all information and data?
8. Can the manager draw implications for the business from the information collected, compiled and analyzed?

TASK: Provides for data for manual report preparation.

Provides for data for data processing.

COMPETENCY: The manager can interpret and will disseminate information and data for manual report preparation and electronic data processing.

CRITERIA:

1. Can the manager translate data and information in a manner appropriate to the situation?

2. Can the manager effectively communicate the information and data to others?

3. Can the manager produce the information or data in a form suitable for the manual report preparation or the data processing?

TASK: Follows-up on suggestions from superiors.

COMPETENCY: The manager can assume responsibility for following through on suggestions made by superiors.

CRITERIA:

1. Can the manager effectively follow through on suggestions made by superiors?

2. Can the manager instigate activities to further explore suggestions made by superiors?

3. Can the manager initiate activities to demonstrate the employment of a superior's suggestions?

TASK: Schedules work.

Facilitates group cooperation.

Maintaines employee morale.

Establishes lines of communication

Observes duties performed by subordinates.

Coordinates activities to solve employee/employer problems.

Coordinates activities to solve employee/supervisor problems.

Decides upon methods of communication.

Disciplines employees.

COMPETENCY: The manager is an effective supervisor.

CRITERIA:

1. Does the manager monitor the work activities of subordinates, taking corrective action where necessary?

2. Can the manager schedule work activities to ensure that appropriate activities are completed?

3. Does the manager succeed in establishing a work environment conducive to cooperation among members of the work force?

4. Is the manager able to exercise good human relations skills in maintaining good employee morale?

5. Does the manager employ sound communication techniques in establishing lines of communication?

6. Does the manager resolve employee, work-related problems?

7. Can the manager select the appropriate method for communicating with employees?

8. Is the manager a role model for employees?

9. Does the manager use appropriate counseling techniques when working with employees?

10. Is the manager able to select and administer the proper discipline when employee infractions of rules, procedures or policy occurs?

161 BUDGET AND MANAGEMENT SYSTEMS ANALYSIS OCCUPATIONS

This group includes occupations concerned with reviewing, examining and evaluating the organizational structures, administrative policies and management systems of organizations.

161.267-014 DEALER ACCOUNTS, CREDIT OFFICER

161.267-014 DEALER ACCOUNTS, CREDIT OFFICER (finan. inst.). Analyzes dealer application for lines of credit to insure that financial condition conforms with policies of bank or financial institution and with requirements for discounting of commercial paper, and analyzes branch offices' discounting activities for profitability.

TASK: Reviews applications with reports on dealer's financial condition, inspection of premises, merchandise on hand and sales records, to determine if dealer resources meet criteria for establishing lines of credit or extending existing lines of credit.

Contacts branch office personnel to obtain any missing documents required for evaluation of application.

COMPETENCY: The individual will evaluate, obtain and analyze credit applications?

CRITERIA:

1. Can the individual interpret financial data and material resources for establishing or extending credit lines?
2. Does the individual know the correct procedure for obtaining additional information if needed?

TASK: Approves, rejects or defers action on application and prepares recommendation on loan request for action by management.

COMPETENCY: The individual prepares and submits recommendations on loan requests for management.

CRITERIA: Can the individual prepare and submit recommendations based on application reviews?

TASK: Reviews data submitted by branch offices on dealer discounting activities to ascertain trends and profitability of operations.

COMPETENCY: The individual will review market data concerning discount activities and make predictions based on these reviews.

CRITERIA:

1. Can the individual identify trends using discounting activities as criteria?
2. Can the individual make predictions of profitability based on these trends?

TASK: Prepares recommendations on actions to be taken regarding dealer accounts, collection of past due payments or repossession of merchandise, based on findings.

COMPETENCY: The individual will design operational procedures for approving or disapproving applications, collecting delinquent accounts and repossessing goods.

CRITERIA:
1. Can the individual obtain data for developing operational procedures?
2. Can the individual analyze data?
3. Does the individual develop operational procedures based on data collected?

TASK: Reviews and approves chargeoff requests.

COMPETENCY: The individual will assume responsibility for chargeoff requests.

CRITERIA: Can the individual demonstrate the ability to review and approve chargeoff requests?

TASK: Prepares reports for management on profitability of business with dealer accounts.

COMPETENCY: The individual will prepare reports for management.

CRITERIA:
1. Can the individual collect and analyze data for reports?
2. Does the individual write clear, concise reports?
3. Can the individual present oral reports?

162 PURCHASING MANAGEMENT OCCUPATIONS

This group includes occupations concerned with negotiating and contracting for the purchase of equipment, products and supplies for industrial plants, utilities, governmental units or other establishments, and the purchasing of merchandise for resale; determining quantity and quality to be purchased, costs, delivery dates, contract conditions, sources of supply and taking inventories.

162.157-038 PURCHASING AGENT

162.157-038 PURCHASING AGENT (profess. & kin.) buyer; director, purchasing; manager, purchasing; manager, supply; purchaser. Purchases raw materials or other unprocessed goods for processing or machinery, equipment, tools, parts, produce and other supplies or services necessary for operation of organization.

TASK: Purchases raw materials or other unprocessed goods for processing or machinery, equipment, tools, parts, produce and other supplies or services necessary for operation of organization.

Reviews requisitions.

Interviews vendors.

Selects purchase items after examination.

Estimates values according to knowledge of market price.

Reviews bid proposals.

Keeps records pertaining to purchases, costs, delivery, product performance and inventories.

Discusses defects of purchased goods with quality control or inspection personnel; takes corrective action.

Approves bills for payment.

COMPETENCY: The individual will value, examine and select needed items, review requisitions and proposals, interview vendors, maintain proper records, discuss and act upon defects and approve bills for payment.

CRITERIA:

1. Does the individual demonstrate the ability to complete and analyze a purchase requisition?
2. Can the individual select the appropriate vendor?
3. Can the individual maintain a stock record card?
4. Can the individual purchase items that are economically sound for the company?
5. Can the individual examine models, samples and catalogues?

TASK: Keeps records pertaining to purchases, costs, delivery, product performance and inventories.

Approves bills for payment.

COMPETENCY: The individual will maintain records pertaining to purchases, costs, delivery, product performance, inventories and timely payment of accounts.

CRITERIA:

1. Can the individual set up a record keeping system in which to record items such as: purchases, costs, delivery, product performance, inventories, accounts outstanding and accounts paid.
2. Can the individual check the vendor's invoice with the purchase invoice?

TASK: Discusses defects of purchased goods with quality control or inspection personnel; takes corrective action.

COMPETENCY: The individual will converse with inspectors about defects and will evaluate the various options available and select the best one to correct the defect.

CRITERIA:

1. Can the individual communicate with others effectively?
2. Does the individual apply time management techniques in order to consume as little time as possible and to assure that proper corrective action is taken?
3. Is a solution made that satisfies the quality control and inspection divisions?

163 SALES AND DISTRIBUTION MANAGEMENT OCCUPATIONS

This group includes occupations concerned with managing sales and marketing for a manufacturer, retail or wholesale house, jobber or other establishment.

163.167-018 SALES MANAGER

163.167-018 SALES MANAGER (any ind.). Manages sales activities of establishment.

TASK: Directs staffing, training and performance evaluations to develop and control sales program.

COMPETENCY: The individual can direct staffing, training and performance evaluations to develop and control sales programs.

The individual can analyze personnel needs of the sales division and recruit and staff the needed personnel.

CRITERIA:

1. Can the individual develop a staffing plan based on various fact situations given and in a timely manner?
2. Can the individual write a training manual?
3. Can the individual develop an evaluation instrument?
4. Can the individual establish sales goals for one person and groups of persons?
5. Can the individual analyze personnel needs?
6. Can the individual recruit personnel?
7. Can the individual staff the personnel needs of division?

TASK: Coordinates sales distribution.

Establishes sales territories, quotas and goals.

Assigns sales territory to sales personnel.

COMPETENCY: The individual can establish sales territories, quotas and goals, assign sales territory to sales personnel and coordinate sales distribution.

CRITERIA: Can the individual establish sales territories, quotas and goals; assign sales territory and coordinate sales distribution?

TASK: Advises dealers and distributors concerning sales and advertising techniques.

Represents company at trade association meetings to promote product.

COMPETENCY: The individual will write and deliver speeches, can motivate dealers and distributors and will represent firms at meetings.

CRITERIA:

1. Can the individual effectively communicate orally - speak in public?
2. Can the individual write speeches?
3. Can the individual motivate others?
4. Can the individual plan an itinerary?
5. Can the individual use clear, concise statements in communicating to others?

TASK: Analyzes sales statistics to formulate policy and to assist dealers.

Reviews market analyses to determine customer needs, volume potential, price schedules and discount rates.

Develops sales campaigns to accommodate goals of company.

Analyzes and controls expenditures of division to conform to budgetary requirements.

Prepares periodic sales reports showing sales volume and potential sales.

COMPETENCY: The individual will prepare sales reports, analyze and control expenditures, analyze sales statistics and to act on such statistics and review and act upon market analyses.

CRITERIA:

1. Can the individual prepare sales reports?
2. Can the individual analyze and control expenditures?
3. Can the individual analyze sales statistics and formulate policy?
4. Can the individual assist dealers with reports, expenses and policies?
5. Can the individual review market analyses?
6. Can the individual determine customer need?
7. Can the individual determine volume potential?
8. Can the individual determine price schedules?

9. Can the individual determine discount rates?

TASK: Develops sales campaigns to accommodate goals of company.

Coordinates liaison between sales department and other sales-related units.

COMPETENCY: The individual will develop sales campaigns and act as liaison between the sales department and sales-related units in the firm.

CRITERIA:

1. Can the individual develop a sales campaign, including theme, ads and techniques of communication?
2. Can the individual coordinate activities between the sales department and sales-related units?

TASK: Directs product simplification and standardization to eliminate unprofitable items.

COMPETENCY: The individual will use the appropriate mechanisms to eliminate unprofitable items from the company.

CRITERIA:

1. Does the individual know the ways and means for eliminating unprofitable items from the company?
2. Is the individual a leader?
3. Can the individual direct a campaign for standardization and simplification of product lines?

TASK: Assists engineering division to prepare manuals and technical publications.

COMPETENCY: The individual will assist the engineering division in preparing manuals and technical publications.

CRITERIA: Can the individual communicate in clear, concise language information needed in preparing manuals and publications?

165 PUBLIC RELATIONS MANAGEMENT OCCUPATIONS

This group includes occupations concerned with selection or development of favorable persuasive material and its distribution through personal contact or various communications media, in order to promote goodwill, develop credibility or create favorable public image for individual, establishment, group or organization.

165.067-010	PUBLIC-RELATIONS REPRESENTATIVE
165.117-010	FUNDRAISING DIRECTOR
165.167-010	SALES-SERVICE PROMOTER

165.067-010 PUBLIC-RELATIONS REPRESENTATIVE (profess. & kin.) public-relations practitioner. Plans and conducts public relations program designed to create and maintain favorable public image for employer or client.

TASK: Plans and directs development and communication of information.

COMPETENCY: The individual can initiate and manage a comprehensive public-relations program.

CRITERIA:

1. Can the individual plan and supervise the development of a public-relations program which will keep the public informed about the employer's programs, accomplishments or point of view?
2. Can the individual select appropriate methods for communicating information to the public?

TASK: Arranges for public-relations efforts.

COMPETENCY: The individual will manage public-relations efforts to satisfy the needs, objectives and policies of the employing organization.

CRITERIA: Does the individual coordinate public-relations efforts in such a way as to satisfy the needs, objectives and policies of individuals, special interest groups, business concerns, nonprofit organizations or governmental agencies?

TASK: Prepares and distributes fact sheets, news releases, photographs, scripts, motion pictures or tape recordings to media representatives and other persons who may be interested in learning about or publicizing employer's activities or messages.

COMPETENCY: The individual will select appropriate media and prepare message copy for distribution to media representatives.

CRITERIA: Can the individual prepare media materials and ensure that appropriate media representatives receive them?

TASK: Purchases advertising space and time as required.

COMPETENCY: The individual can negotiate and contract for advertising space and time as required.

CRITERIA: Does the individual buy advertising space and time?

TASK: Arranges for and conducts public-contact programs.

COMPETENCY: The individual can make preparations for and can conduct public-contact programs designed to meet the objectives of employer, clients, employees or other interest groups.

CRITERIA: Can the individual design and conduct public-contact programs to satisfy the objectives of person(s) being represented.

TASK: Promotes goodwill.

COMPETENCY: The individual can use various publicity efforts in building goodwill.

CRITERIA: Does the individual employ the use of speeches, exhibits, films, tours and question/answer sessions in promoting goodwill?

TASK: Represents employer during community projects and at public, social and business functions.

COMPETENCY: The individual will act for his/her employer at various functions.

CRITERIA: Can the individual represent his/her employer during community projects, and at public, social and business functions?

TASK: Specializes in certain phases of public relations work if required.

COMPETENCY: The individual may specialize in one or more aspects of the public-relations field. Examples include research, creativity, printing, art design or public speaking.

CRITERIA:

1. Does the individual demonstrate the ability to do research?
2. Is the individual creative?
3. Can the individual write copy and/or layout artwork?
4. Does the individual demonstrate appropriate communication and interpersonal relationships techniques when dealing with media representatives or representing the company?

165.117-010 FUNDRAISING DIRECTOR (nonprofit organ.). Directs and coordinates solicitation and disbursement of funds for community social-welfare organization.

TASK: Establishes fundraising goals according to financial need of agency.

COMPETENCY: The individual will formulate financial objectives to meet the needs of the agency.

CRITERIA:
1. Can the individual establish fundraising goals?
2. Can the individual identify agency needs?

TASK: Formulates policies for collecting and safeguarding contributions.

COMPETENCY: The individual recognizes the need for control of collections and safekeeping of funds.

CRITERIA:
1. Can the individual prepare policies needed in controlling fundraising activities?
2. Can the individual provide for the safekeeping of these funds?

TASK: Initiates public relations program to promote community understanding and support for organization's objectives.

COMPETENCY: The individual recognizes the need for public relations with the community and promotes the organization's objectives through community support.

CRITERIA: Does the individual employ public relation activities which will benefit the organization and their goals?

TASK: Develops schedule for disbursing solicited funds.

COMPETENCY: The individual distributes funds using a schedule.

CRITERIA: Can the individual develop a schedule for distribution of funds?

TASK: Issues instructions to volunteer and paid workers regarding solicitations, public relations and clerical duties.

COMPETENCY: The individual directs activities of volunteers and paid workers.

CRITERIA:

1. Can the individual communicate effectively?
2. Does the individual demonstrate leadership qualities?
3. Can the individual give directions to others?

165.167-010 SALES-SERVICE PROMOTER (any ind.). Promotes sales and creates goodwill for firm's products or services by preparing displays, touring country, making speeches at retail dealers conventions and calling on individual merchants to advise on ways and means for increasing sales.

TASK: Prepares displays to promote sales and goodwill for firm's products or services.

COMPETENCY: The individual will design and set-up displays to promote products or services and goodwill of the firm.

CRITERIA:

1. Can the individual design displays for various assigned goods and services?
2. Can the individual set-up displays that are attractive and in good locations?

TASK: Tours country to promote sales and goodwill.

COMPETENCY: The individual can initaite and manage effective sales and public relations campaigns.

CRITERIA:

1. Can the individual develop a travel itinerary?
2. Can the individual complete travel requests with proper amounts?
3. Can the individual complete expense account records?
4. Can the individual make appointments?
5. Can the individual relate to others?
6. Can the individual communicate effectively?

TASK: Makes speeches at retail dealers conventions.

Calls on individual merchants to advise on ways and means for increasing sales.

Demonstrates products representing technological advances.

COMPETENCY: The individual will write and deliver motivational speeches and demonstrative speeches and can discuss, on a one-to-one basis, motivational ideas and techniques.

CRITERIA:

1. Can the individual communicate orally?
2. Does the individual write effective speeches?
3. Can the individual relate to others?
4. Can the individual give demonstrations?

166 PERSONNEL ADMINISTRATION OCCUPATIONS

This group includes occupations concerned with formulating policies relating to the personnel administration of an organization and conducting programs concerning employee recruitment, selection, training, development, retention, promotion, compensation, benefits, labor relations and occupational safety.

166.117-018	PERSONNEL MANAGER
166.227-010	TRAINING REPRESENTATIVE
166.267-010	EMPLOYMENT INTERVIEWER

166.117-018 PERSONNEL MANAGER (profess. & kin.) Plans and carries out policies relating to all phases of personnel activity.

TASK: Recruits, interviews and selects employees to fill vacant positions.

COMPETENCY: The individual can evaluate, obtain and allocate personnel needed in the company.

CRITERIA:

1. Does the individual know the Equal Employment Opportunity and Privacy Acts limitations on questions asked potential employees?
2. Can the individual recruit new employees?
3. Can the individual write job descriptions, newspaper ads and job notices?
4. Can the individual conduct placement interviews?
5. Can the individual accumulate data and make selections of the best employee?
6. Can the individual justify employee selection?

TASK: Plans and conducts new employee orientation and staff development for new and existing employees.

COMPETENCY: The individual can analyze new employee training needs, plan and conduct new employee orientation and motivate new and existing employees.

CRITERIA:

1. Can the individual analyze training needs and develop a staff development program?
2. Can the individual plan and set up new employee orientation?
3. Can the individual conduct new employee orientation?
4. Can the individual motivate new employees?
5. Can the individual motivate existing employees?

TASK: Maintains record of insurance coverage, pension plan and personnel transactions.

Conducts wage survey within labor market to determine competitive wage rate.

Prepares budget of personnel operations.

Keeps records of employee characteristics for governmental reporting purposes.

COMPETENCY: The individual can perform fiscal management functions relating to personnel.

CRITERIA:

1. Can the individual prepare a personnel operation budget?
2. Can the individual design and conduct a wage survey?
3. Can the individual design and maintain record keeping systems for insurance coverage, pension plans, personnel transactions and employee characteristics.

TASK: Investigates accidents and prepares reports for insurance carrier.

COMPETENCY: The individual will investigate accidents and prepare insurance or related reports.

CRITERIA:

1. Can the individual interview witnesses and claiments about accidents?
2. Can the individual investigate the scene of accidents?
3. Does the individual report accidents promptly and give complete information to insurance company?
4. Can the individual properly complete insurance report forms?

TASK: Meets with shop stewards and supervisors to resolve grievances.

COMPETENCY: The individual will work with employer(s) and employee(s) to resolve grievances.

CRITERIA:

1. Can the individual identify personnel problem(s)?
2. Can the individual communicate problem(s) to others?
3. Can the individual negotiate?

TASK: Writes separation notices.

Conducts exit interviews.

COMPETENCY: The individual can write separation notices and conduct exit interviews?

CRITERIA:

1. Can the individual write in a concise, complete manner?
2. Does the individual know the Equal Employment Opportunity laws?
3. Can the individual write lawful separation notices?
4. Can the individual conduct an exit interview?

TASK: Prepares reports and recommends procedures to reduce absenteeism and turnover.

COMPETENCY: The individual can identify major reasons for tardiness, absenteeism and turnover and can prepare reports and recommendations to reduce such problems.

CRITERIA:

1. Can the individual identify reasons for tardiness, absenteeism and turnover?
2. Can the individual design procedures to reduce problems of tardiness, absenteeism and turnover?
3. Can the individual communicate those procedures to others orally and in writing?

TASK: Contracts with outside suppliers to provide employee services.

COMPETENCY: The individual can evaluate and obtain the necessary employee services.

CRITERIA:

1. Can the individual read and apply the Uniform Commercial Code Articles I and II?
2. Can the individual communicate the needed employee services to others?
3. Can the individual let bids on needed employee services?
4. Can the individual select suppliers of needed employee services based on sound economic decisions?

166.227-010 TRAINING REPRESENTATIVE (education) training instructor. Prepares and conducts training programs for employees of industrial, commercial, service or governmental establishment.

TASK: Confers with management to gain knowledge of identified work situations requiring preventive or remedial training for employees.

COMPETENCY: The individual, after consultations with management, can research and will identify work situations requiring training.

CRITERIA: Does the individual understand management's viewpoints on employee training?

TASK: Formulates teaching outline in conformance with selected instructional methods.

COMPETENCY: The individual will prepare instructional materials needed for training employees.

CRITERIA:

1. Can the individual develop teaching outlines?
2. Does the individual use various instructional methods?

TASK: Selects or develops teaching aids.

COMPETENCY: The individual will prepare or choose material(s) to aid in instruction.

CRITERIA:

1. Can the individual design teaching aids?
2. Does the individual read and comprehend teaching aid catalogues?
3. Can the individual order the appropriate teaching aids?

TASK: Conducts general or specialized training sessions.

COMPETENCY: The individual will lead training sessions.

CRITERIA:

1. Does the individual follow procedures for conducting general or specialized training sessions?
2. Is the individual organized and poised when conducting training sessions?

3. Can the individual relate to employee when conducting training sessions?

TASK: Test trainees to measure their learning progress and to evaluate effectiveness of training presentations.

COMPETENCY: The individual can prepare and will administer tests to trainees.

CRITERIA:

1. Can the individual select or prepare appropriate tests to be administered to trainees?

2. Does the testing process selected by the individual measure learning progress of the employee(s)?

3. Does the individual know how to evaluate training presentations?

166.267-010 EMPLOYMENT INTERVIEWER (profess. & kin.) placement interviewer. Interviews job applicants to select persons meeting employer qualifications.

TASK: Evaluates applicant's work history, education, training, job skills, salary desired and physical and personal qualifications.

Records additional skills, knowledges, abilities, interests, test results and other data.

Performs reference and background checks.

COMPETENCY: The individual can obtain and evaluate data relating to a job applicant.

CRITERIA:

1. Can the individual evaluate applicant's background, education and qualifications in terms of job descriptions?
2. Can the individual perform reference and background checks?
3. Can the individual gather and record additional skills, knowledges, abilities, interests, test results and other data?

TASK: Searches files of job orders from employers and matches applicant's qualifications with job requirements and employer specifications.

Refers selected application to interview with person placing job order.

COMPETENCY: The individual can research, analyze and select applicants to be interviewed.

CRITERIA:

1. Can the individual search job order files?
2. Can the individual read and understand job requirements and employer specifications?
3. Can the individual match applicant's qualifications with job requirements?
4. Can the individual refer applicants to interviews with persons placing the order?
5. Can the individual give complete directions to other locations?

6. Does the individual notify the prospective employer and arrange for interview with applicant?

TASK: Informs applicant about job duties and responsibilities, pay and benefits, hours and working conditions, company and union policies, promotional opportunities and other related information.

COMPETENCY: The individual will inform and orient applicant to the job situation.

CRITERIA:

1. Can the individual discuss job related information with applicants in a precise, clear and consistent manner?
2. Does the individual practice appropriate and effective communication skills in relating this information?

TASK: May test or arrange for tests.

COMPETENCY: The individual will determine if testing of applicant is necessary and, if so, arranges for tests.

CRITERIA:

1. Can the individual determine from job order and applicant information if testing is needed?
2. Can the individual arrange testing?
3. Can the individual relay complete information about testing?

TASK: May engage in research or follow-up activities.

COMPETENCY: The individual may engage in research or follow-up activities?

CRITERIA:

1. Can the individual follow-up placements with persons listing said jobs?
2. Can the individual take such follow-up information, analyze it and communicate it to others in a complete, concise manner?

168 MANAGERIAL AND PUBLIC SERVICE INSPECTORS AND INVESTIGATORS

This group includes occupations concerned with examining the condition of persons, plants and animals; the quality of consumer products and services and the operations of establishments, serving in the capacity of a governmental or private inspector or investigator in order to verify compliance with and enforcement of regulatory laws, health and safety laws or the establishment's quality standards.

168.167-054	CREDIT AND COLLECTION MANAGER
168.167-058	CUSTOMER SERVICE MANAGER
168.267-038	ELIGIBILITY-AND-OCCUPANCY INTERVIEWER

168.167-054 CREDIT AND COLLECTION MANAGER (any ind.). Directs and coordinates activities of workers engaged in conducting credit investigations and collecting delinquent accounts of customers of commercial establishment, department store, bank or similar establishment.

TASK: Directs and coordinates activities of workers engaged in conducting credit investigations and collecting delinquent accounts.

Assigns subordinates to supervise workers investigating and verifying financial status and reputation of prospective customers applying for credit, preparing documents to substantiate findings and recommending rejection or approval.

Assigns responsibility for collection on worthless checks and delinquent bills.

Reviews collection reports.

COMPETENCY: The individual can manage personnel, assign appropriate credit or collection activities and evaluate personnel performance of duties.

CRITERIA:

1. Can the individual assign subordinates to supervise workers investigating and verifying financial status and reputation of prospective customers applying for credit, preparing documents to substantiate findings and recommending rejection or approval?
2. Can the individual assign responsibility for collection of worthless checks and delinquent bills?
3. Can the individual review collection accounts and determine which ones should still be worked and which ones should be turned over to an attorney for suit?
4. Can the individual direct activities of others in a humanistic and technical manner?
5. Can the individual coordinate activities of others?

TASK: Reviews and evaluates applications, substantiated data and recommendations.

Establishes credit limitations on customer's account.

COMPETENCY: The individual can obtain, review and evaluate credit applications and substantiated data and make recommendations in establishing credit limitation on customer's accounts.

CRITERIA:

1. Can the individual review and evaluate applicant's data?
2. Can the individual evaluate the relevancy of credit data?
3. Can the individual make good value judgements based on data submitted?
4. Can the individual, using company procedures, establish credit limitations?

TASK: Submits delinquent accounts to attorney or outside agency.

COMPETENCY: The individual will determine and submit delinquent account(s) to attorney or outside agency for collection.

CRITERIA:

1. Can the individual determine which accounts should be submitted to third parties for collection?
2. Can the individual determine if the account should be sent to an attorney or outside agency?
3. Can the individual communicate to the third party the proper materials necessary for collection in a timely, complete and concise manner?
4. Can the individual follow-up collections sent to a third party?

168.167-058 CUSTOMER SERVICE MANAGER (tel. & tel.). Plans, directs and coordinates activities of workers engaged in receiving, investigating, evaluating and settling complaints and claims of telephone and telegraph customers.

TASK: Directs workers to investigate complaints.

COMPETENCY: The individual can supervise employees in investigating complaints.

CRITERIA:

1. Can the individual communicate effectively with employees?
2. Can the individual supervise the investigation of complaints?
3. Is the individual an effective supervisor?

TASK: Analyzes reports of findings and recommends response to complaint.

Reviews actions of subordinates to ensure settlements are made correctly.

COMPETENCY: The individual can review reports of findings, and propose a response to the complaint in order to ensure that the complaint settlements are made correctly.

CRITERIA:

1. Can the individual review reports of findings concerning customer's complaints?
2. Can the individual fairly and accurately assess the complaints?
3. Can the individual review complaint settlements for accuracy and equity?

TASK: Authorizes retention of data and preparation of documents for use during governmental or custormer inquiries.

COMPETENCY: The individual can direct the retention and preparation of documents for use during governmental or customer inquiries.

CRITERIA: Can the individual direct the retention and preparation of all necessary documents for use during inquiries?

168.267-038 ELIGIBILITY-AND-OCCUPANCY INTERVIEWER (gov. ser.). Interviews and investigates prospective tenants to determine eligibility for public low-rent housing.

TASK: Receives and processes initial or reactivated applications for public housing.

COMPETENCY: The individual will analyze applications for public housing based on eligibility requirements.

CRITERIA:

1. Does the individual demonstrate knowledge of eligibility requirements?
2. Can the individual screen interview applications?

TASK: Interviews applicants to obtain additional information and need for housing assistance.

COMPETENCY: The individual can interview and evaluate public housing applicants.

CRITERIA:

1. Can the individual distinguish needed information for housing assistance.
2. Can the individual interview applicants?

TASK: Advises applicant on eligibility requirements, methods of selecting tenants and housing opportunities.

COMPETENCY: The individual will inform prospective tenants about the eligibility requirements, the selection process and possible availability of housing.

CRITERIA:

1. Is the individual knowledgeable about the requirements for housing assistance and the selection process used?
2. Does the individual know the availability of housing in the area?

TASK: Contacts employers and public and private health and welfare agencies to verify applicants information.

COMPETENCY: The individual can obtain and verify applicant information.

CRITERIA:

1. Does the individual gather needed information?
2. Can the individual verify gathered information with that of submitted information by the applicant.

TASK: Provides information to tenant or applicant on availability of community resources for financial or social welfare assistance.

COMPETENCY: The individual can identify community resources for financial and social welfare assistance.

CRITERIA:

1. Can the individual identify community resources pertaining to public housing?

2. Does the individual provide information to the applicant/tenant about welfare assistance.

TASK: Determines applicant eligibility according to agency rules and policies.

COMPETENCY: The individual can use agency rules and policies to select applicants.

CRITERIA:

1. Does the individual know agency rules and policies?

2. Can the individual identify applicants on the basis of these rules and policies?

TASK: Selects and refers eligible applicant to housing project manager.

COMPETENCY: The individual will select applicants and refers them to project manager.

CRITERIA:

1. Does the individual use agency rules and policies to select applicants?

2. Can the individual recommend qualified applicants?

TASK: Notifies eligible applicant of vacancy and assignment procedures.

COMPETENCY: The individual will notify applicant when there is a house vacancy and advise the applicant of the assignment procedures.

CRITERIA:

1. Does the individual notify applicants of vacancies?

2. Can the individual interpret assignment procedures to applicant?

TASK: Computes rent in proportion to applicant's income.

COMPETENCY: The individual can compute rent on the basis of income, using the formula determined by the agency.

CRITERIA: Can the individual employ the rent formula based on tenant's income?

TASK: Receives and records security deposit and advance rent from selected applicants.

COMPETENCY: The individual can perform fiscal management functions of the project.

CRITERIA:

1. Can the individual make a cash receipt?
2. Can the individual record rent receipts and security deposits?

TASK: Conducts annual, interim and special housing reviews with tenants.

COMPETENCY: The individual will periodically meet with tenants for housing reviews.

CRITERIA:

1. Can the individual schedule appointments?
2. Does the individual communicate effectively?
3. Can the individual conduct a housing review?

TASK: May assist in resolving tenant complaints on maintenance problems.

COMPETENCY: The individual can collect and analyze relevant information concerning tenant maintenance complaints.

CRITERIA:

1. Can the individual appraise tenant complaints and aid in the resolution of these complaints?
2. Can the individual handle complaints in a courteous and professional manner?

TASK: May visit home to determine housekeeping habits, verify housing conditions and establish housing needs.

COMPETENCY: The individual will identify the repairs or maintenance needed in compliance with the rules and policies of the agency.

CRITERIA:

1. Can the individual identify and appraise housekeeping habits?
2. Can the individual appraise housing conditions and housing needs?

169 OCCUPATIONS IN ADMINISTRATIVE SPECIALIZATIONS
(not elsewhere classified)

This group includes occupations, not elsewhere classified, concerned with administrative specializations.

169.167-018 CONTACT REPRESENTATIVE

169.167-018 CONTACT REPRESENTATIVE (gov. ser.). Provides information and assistance to public on government agency programs and procedures.

TASK: Advises individuals of procedures for obtaining benefits or fulfilling obligations by explaining regulations, policies and determination of agency.

COMPETENCY: The individual will provide information and assistance to individuals on government agency programs and procedures.

CRITERIA:
1. Is the individual knowledgeable about the various procedures for obtaining benefits?
2. Can the individual give explanations for regulations?

TASK: Advises in preparation of applications required to obtain benefits or documents required to fulfill obligations.

COMPETENCY: The individual can give advise on application preparation for obtaining benefits or on other documents.

CRITERIA: Can the individual guide the applicant in preparation of applications or other documents?

TASK: Analyzes applications for benefits, privileges or relief from obligations, using knowledge of rules, regulations and precedent decisions to determine qualifications for benefits and privileges or liability for obligations.

COMPETENCY: The individual can evaluate application data and make a comparison to determine eligibility of client.

CRITERIA:
1. Does the individual demonstrate the knowledge needed in analyzing applications?
2. Can the individual exercise good judgement in making decisions concerning the application.

TASK: Investigates errors or delays in processing of applications for benefits and initiates corrective action.

COMPETENCY: The individual can determine the cause for errors or delays in processing of applications and institute corrective procedures.

CRITERIA:

1. Does the individual demonstrate the ability to proofread data, find errors and correct errors?
2. Has the individual developed techniques of managing time?

183 MANUFACTURING INDUSTRY MANAGERS AND OFFICIALS

This group includes managerial occupations concerned with plants, factories or mills which use power-driven machines and materials-handling equipment to bring about mechanical or chemical transformation of organic or inorganic substances into products.

183.117-010	BRANCH MANAGER
183.117-014	PRODUCTION SUPERINTENDENT
183.161-010	INSPECTION SUPERVISOR
183.167-018	GENERAL SUPERVISOR

183.117-010 BRANCH MANAGER (any ind.) agent; manager, area; manager, division; manager, plant. Directs production, distribution and marketing operations for branch plant or an assigned territory of industrial organization.

TASK: Coordinates production, distribution, warehousing and selling activities.

COMPETENCY: The individual can plan and organize production, distribution, warehousing and selling activities.

CRITERIA:

1. Can the individual comprehend the activities of the production, distribution, warehousing and selling departments?
2. Can the individual perform planning and organizing functions in order to coordinate the assignments of the production, distribution, warehousing and selling departments?

TASK: Confers with customers and industrial representatives to evaluate and promote possibilities for improved and expanded services.

COMPETENCY: The individual can discuss ideas with customers and industrial representatives in order to evaluate and promote possibilities for improved and expanded services.

CRITERIA:

1. Can the individual communicate clearly with others?
2. Can the individual relate positively to others?
3. Can the individual exercise fairness and good judgement in listening to others and in making decisions?

TASK: Develops plans for efficient machine, manpower and material utilization.

Reviews and alters production costs, quality and inventory control programs.

COMPETENCY: The individual can develop, review and alter plans for efficient utilization of materials, machines, personnel, operational costs and quality control.

CRITERIA:

1. Is the individual a planner?
2. Does the individual understand the need for efficiency in operational costs and control?

3. Can the individual use sound judgement in making decisions?

4. Can the individual relate to others?

TASK: Plans and directs sales program.

Directs personnel program.

COMPETENCY: The individual can plan and supervise the sales and personnel programs.

CRITERIA:
1. Can the individual communicate clearly to others?
2. Can the individual direct others?
3. Can the individual demonstrate leadership qualities?

TASK: Directs preparation of accounting records.

COMPETENCY: The individual can supervise the preparation of accounting records.

CRITERIA:
1. Can the individual communicate clearly with the accounting staff?
2. Can the individual comprehend accounting procedures?
3. Can the individual supervise the preparation of accounting records?

TASK: Recommends budgets to management.

COMPETENCY: The individual assesses and recommends a budget to management.

CRITERIA:
1. Can the individual review a budget in terms of being realistic, and adequate for the company's needs?
2. Can the individual make budget recommendations to management?

183.117-014 PRODUCTION SUPERINTENDENT (any ind.) manager, factory; manager, general; manager, plant; manager, production; plant supervisor; superintendent, factory; superintendent, general; superintendent, mill; superintendent, plant; superintendent, production; superintendent, shop. Directs and coordinates, through subordinate supervisory personnel, activities concerned with production of company product(s), utilizing knowledge of product technology, production methods and procedures and capabilities of machines and equipment.

TASK: Confers with management to develop production and quality control standards, develop budget and cost controls and obtain data pertaining to products ordered.

COMPETENCY: The individual can communicate with management in order to develop fiscal, purchasing and quality control operations for the company.

CRITERIA:

1. Can the individual communicate clearly with management?
2. Can the individual work with management in developing production and quality control standards.
3. Can the individual develop a budget and costs control?
4. Can the individual process product orders?

TASK: Plans and directs production activities.

Establishes production priorities.

Coordinates production activities with procurement, maintenance and quality control activities.

COMPETENCY: The individual can plan and organize production activities and coordinate production activities with procurement, maintenance and quality control activities.

CRITERIA:

1. Can the individual plan and organize production activities?
2. Can the individual coordinate production activities with procurement, maintenance and quality control activities?
3. Can the individual guide others?
4. Can the individual relate positively to others?
5. Can the individual make decisions?

TASK: Reviews and analyzes production, quality control, maintenance and operational reports.

Develops and implements operating methods and procedures.

Revises production schedules and priorities.

COMPETENCY: The individual will develop, upgrade and implement operating methods and procedures; review and analyze production, quality control, maintenance and operational reports and revise production schedule and priorities as needed.

CRITERIA:

1. Can the individual develop operating methods and procedures?
2. Can the individual write procedures manuals?
3. Can the individual implement operating methods?
4. Can the individual communicate operating methods to others in a precise, timely and clear manner?
5. Can the individual review and analyze production, quality control, maintenance and operational reports?
6. Can the individual make decisions based on report data?
7. Can the individual revise production schedules and priorities based on report data and on the firm's economic interests.

TASK: Consults with engineering personnel relative to modification of machines and equipment.

COMPETENCY: The individual can make decisions relating to maintenance functions.

CRITERIA:

1. Can the individual relate positively to others?
2. Can the individual communicate clearly to others?
3. Does the individual demonstrate the ability to make maintenance decisions?

TASK: Conducts hearings to resolve or effect settlement of grievances; forwards to management unresolved grievances.

COMPETENCY: The individual will work with employer(s) and employees to resolve or settle grievances.

CRITERIA:

1. Can the individual identify personnel problems?
2. Can the individual communicate personnel problems to others?
3. Can the individual negotiate?

183.161-010 INSPECTION SUPERVISOR (aircraft-aerospace mfg.) inspector, chief. Supervises and coordinates activities of workers engaged in testing raw materials and manufactured products in accordance with customer and company quality standards.

TASK:	Supervises and coordinates activities of workers testing raw materials and manufactured products.
COMPETENCY:	The individual outlines, guides and directs the testing of raw materials. The individual outlines, guides and directs the testing of manufactured products.
CRITERIA:	1. Can the individual organize and assign activities? 2. Does the individual demonstrate leadership qualities? 3. Can the individual design testing procedures for raw materials and finished products?

183.167-018 GENERAL SUPERVISOR (any ind.) department supervisor; division supervisor; process supervisor; production supervisor. Directs and coordinates, through subordinate supervisory personnel, activities of production department(s) in processing materials or manufacturing products in industrial establishment, applying knowledge of production methods, processes, machines and equipment, plant layout and production capacities of each department.

TASK: Reviews production orders or schedules.

COMPETENCY: The individual will inspect and analyze orders and schedules.

CRITERIA:

1. Does the individual have a review procedure?
2. Can the individual identify proper and timely means for distribution of products?

TASK: Plans production operations, establishing priorities and sequences.

COMPETENCY: The individual will outline and coordinate physical operations of the company.

CRITERIA:

1. Does the individual design operational plans that ensure proper and timely completion of production?
2. Does the individual utilize time management techniques?
3. Does the individual communicate clearly to others?

TASK: Prepares operational schedules and coordinates manufacturing activities to ensure production and quality of products meets specifications.

COMPETENCY: The individual will organize the physical and quality control operations necessary for manufacturing the product(s).

CRITERIA:

1. Can the individual develop an operational schedule?
2. Does the individual understand the need for quality control?

TASK: Reviews production and operating reports.

COMPETENCY: The individual can judge reports and determine adjustments needed in production and operation of the company.

CRITERIA:
1. Can the individual assess reports?
2. Can the individual make decisions based on assessment of reports?

TASK: Resolves operational, manufacturing and maintenance problems to ensure minimum costs; to prevent operational delays.

COMPETENCY: The individual will approach and resolve problems objectively.

CRITERIA:
1. Can the individual analyze problems relating to company operations, production and maintenance?
2. Does the individual minimize costs and preventive measures?

TASK: Inspects machines and equipment.

COMPETENCY: The individual will conduct inspections to ensure effective operations.

The individual will initiate maintenance procedure to correct any malfunction.

CRITERIA:
1. Can the individual inspect machines and equipment to determine problems or potential problems that may delay operational procedures?
2. Can the individual initiate repairs to correct machine or equipment defect(s)?

TASK: Develops or revises standard operational and working practices and observes workers to ensure compliance with standards.

COMPETENCY: The individual will accept responsibility in the development of policies and procedures.

CRITERIA:
1. Does the individual develop appropriate standard operational and working practices?
2. Does the individual revise standard operational and working practices when necessary?

TASK: Initiates personnel actions.

COMPETENCY: The individual will handle necessary personnel functions.

CRITERIA:

1. Does the individual initiate personnel actions to hire employees?
2. Does the individual initiate personnel actions to handle employee grievances?
3. Does the individual initiate personnel action to terminate employees?

TASK: Resolves worker grievances; submits unresolved grievances to production superintendent.

COMPETENCY: The individual will work with employer(s) and employee(s) to resolve grievances.

CRITERIA:

1. Can the individual identify personnel problem(s)?
2. Can the individual communicate problems to others?
3. Can the individual negotiate?

184 TRANSPORTATION, COMMUNICATION AND UTILITIES INDUSTRY MANAGERS AND OFFICIALS

This group includes managerial occupations concerned with passenger and freight transportation by railway, highway, water or air; furnishing services relating to transportation; petroleum pipeline transportation; warehousing; telephone and telegraph communication services; radio broadcasting and television and the supplying of electricity, gas, steam, water or sanitary services.

184.117-014	TRANSPORTATION DIRECTOR
184.167-038	CHIEF DISPATCHER
184.167-094	TRAFFIC MANAGER
184.167-114	WAREHOUSE MANAGER
184.267-010	FREIGHT-TRAFFIC CONSULTANT

184.117-014 TRANSPORTATION DIRECTOR (motor trans.). Formulates policies, programs and procedures for transportation system, including schedules, rates, routes, assignment of drivers and vehicles and other terminal operations.

TASK: Submits recommendations for development of, and compliance with transportation policies, procedures and programs.

COMPETENCY: The individual will make recommendations relating to transportation policies, procedures and programs.

CRITERIA:

1. Can the individual analyze transportation data?
2. Can the individual write recommendations?
3. Does the individual make valid recommendations?

TASK: Plans, directs and implements vehicle scheduling, allocation, dispatching, licensing and communication.

COMPETENCY: The individual will plan, direct and implement material and personnel resources.

CRITERIA:

1. Does the individual demonstrate leadership qualities?
2. Can the individual develop procedures?
3. Can the individual relate to others?

TASK: Directs compilation and issuance of timetables.

Conducts continuous analyses of vehicle and driver assignments and analyzes scheduling.

Initiates preparation and distribution of proposed trip schedule changes.

Submits analyses of data and rescheduling recommendations to administration.

COMPETENCY: The individual will manage scheduling and assignments of employees.

The individual can develop time schedules and will make scheduling recommendations to administration.

CRITERIA:
1. Does the individual utilize time management techniques?
2. Can the individual design and update a time schedule?
3. Does the individual assure that schedules are fair to all employees?

TASK: Conducts field surveys to evaluate operations and recommend changes.

Directs compilation and preparation of statistical surveys to determine traffic trends.

COMPETENCY: The individual will conduct field surveys.

The individual makes appropriate changes when necessary, based on survey results.

CRITERIA:
1. Can the individual design a survey to obtain relevant information?
2. Can the individual use survey results in evaluating operations and making recommendations?

TASK: Directs compilation and preparation of statistical surveys to determine traffic trends.

Reviews and analyzes reports and seat occupancy patterns.

Analyzes proposed schedules and rates.

COMPETENCY: The individual will obtain and evaluate operational data and make decisions based on the data.

CRITERIA:
1. Can the individual identify sources for obtaining market data?
2. Can the individual analyze market data?
3. Can the individual make traffic, seating, scheduling and rating decisions based on analysis of data?

TASK: Reviews cost statements.

COMPETENCY: The individual can perform necessary fiscal functions.

CRITERIA: Can the individual use cost data in making decisions?

TASK: Selects and recommends personnel for staff positions.

Trains and assigns personnel for supervisory positions.

COMPETENCY: The individual can obtain, evaluate and allocate personnel for the transportation terminal.

CRITERIA:

1. Can the individual screen applications?
2. Can the individual interview applicants?
3. Can the individual hire qualified applicants?
4. Can the individual train employees?

184.167-038 CHIEF DISPATCHER (petrol. production; petrol. refin.; pipelines) I superintendent, scheduling. Plans transmission schedules and operating procedures to direct movement of crude oil, petroleum products, natural gas or coal slurry through pipelines from transmission terminal to distribution points or destinations.

TASK:	Contacts customers or shippers to ascertain volume or quantities of products to be transported.
COMPETENCY:	The individual will handle shipping and receiving of goods.
CRITERIA:	1. Can the individual determine volume or quantity of goods to be shipped and/or received? 2. Can the individual design a shipping and receiving program?
TASK:	Reviews consumption records and forecasts on consumer demands.
COMPETENCY:	The individual can obtain and analyze consumer data and make predictions based on the data.
CRITERIA:	1. Can the individual evaluate the relevancy of consumer data? 2. Can the individual exercise good judgement in making consumer forecasts?
TASK:	Estimates peak delivery periods to plan quantities, pressures or volume of products required. Schedules movement of petroleum products to minimize contamination. Prepares operating schedules for compressor or pump stations, tank farms and refineries.
COMPETENCY:	The individual can evaluate supply and demand requirements for delivery services.
CRITERIA:	1. Can the individual estimate delivery service requirements? 2. Can the individual prepare a delivery schedule based on estimates?

3. Can the individual allocate and distribute products to customers?
4. Does the individual adhere to the safety rules and regulations or other government regulations involving shipping and receiving of goods?

TASK: Issues instructions relative to gaging, switching, sampling and testing of products.

COMPETENCY: The individual will employ shipping and receiving policies and procedures.

CRITERIA:
1. Does the individual understand the policies and procedures governing the transportation of goods?
2. Does the individual communicate clearly to others?
3. Does the individual relate to others?

TASK: Reviews operating reports.

Prepares emergency operating procedures.

COMPETENCY: The individual will prepare operational procedures for the transportation terminal.

CRITERIA: Can the individual assess the procedures needed for operating the transportation terminal efficiently and effectively?

TASK: Communicates with field personnel.

COMPETENCY: The individual can communicate effectively both in writing and orally.

CRITERIA:
1. Can the individual write clearly and concisely?
2. Can the individual relate positively to others?
3. Can the individual communicate clearly to others?

184.167-094 TRAFFIC MANAGER (any ind.). Directs and coordinates traffic activities of organization.

TASK: Develops methods and procedures for transportation of raw materials to processing and production areas and commodities from departments to customers, warehouses or other storage facilities.

Determines most efficient and economical routing and mode of transportation, using rate and tariff manuals and motor freight and railroad guidebooks.

COMPETENCY: The individual will evaluate, obtain and allocate human, fiscal and material resources for transportation of goods and services.

CRITERIA:

1. Can the individual realistically assess the routing needs of the company?
2. Can the individual realistically assess the hours, personnel and material resources needed for transporting raw materials and commodities?
3. Can the individual prepare transportation methods and procedures?
4. Can the individual effectively use transportation literature in making routing and other transportation decisions?
5. Can the individual develop the most effective and efficient means for transporting goods?

TASK: Directs scheduling of shipments and notifies concerned departments or customers of arrival dates.

COMPETENCY: The individual will schedule shipments to achieve efficiency for department or customers.

CRITERIA:

1. Is the individual knowledgeable about the use of schedules?
2. Can the individual effectively communicate with others?

TASK: Initiates investigations into causes of damages or shortages in consignments or overcharges for freight or insurance.

COMPETENCY: The individual will be aware of any damage to or shortages of goods and will investigate possible causes and keep current information on costs and charges for freight and insurance.

CRITERIA:

1. Is the individual aware of possible causes of damages to freight?
2. Does the individual take corrective action in situations concerning damaged freight?
3. Can the individual obtain current financial information?
4. Does the individual verify freight and insurance charges?

TASK: Conducts studies in areas of packaging, warehousing and loading of commodities and evaluate existing procedures and standards.

COMPETENCY: The individual can examine and will update the procedures and standards for the packaging, storing and loading of commodities.

CRITERIA:

1. Does the individual examine existing procedures?
2. Does the individual demonstrate the ability to do research?

TASK: Initiates changes designed to improve control and efficiency of traffic department.

COMPETENCY: The individual can evaluate current methods and procedures and initiates changes to improve the control and efficiency of the department.

CRITERIA:

1. Is the individual aware of existing methods and procedures?
2. Are the proposed changes in methods and procedures designed to improve existing methods and procedures?
3. Are the objectives of the department better fulfilled by the proposed changes?

TASK: May negotiate contracts for leasing of transportation equipment or property.

COMPETENCY: The individual may negotiate for transportation equipment or property leasing agreements.

CRITERIA:
1. Does the individual understand the company's terms for leasing equipment or property?
2. Can the individual clearly communicate terms of contracts?

TASK: May assist in preparing department budget.

COMPETENCY: The individual can assist in performing budgeting functions.

CRITERIA:
1. Can the individual estimate future costs for business expenses?
2. Can the individual analyze future business needs or expenses and estimate their costs?
3. Can the individual prepare a realistic budget based on data estimates?

184.167-114 WAREHOUSE MANAGER (any ind.) storekeeper; superintendent, storage area; superintendent, warehouse. Directs warehousing activities for commercial or industrial establishment.

TASK: Establishes operational procedures for verification of incoming and outgoing shipments, handling and disposition of materials and keeping warehouse inventory current.

COMPETENCY: The individual can formulate verification procedures for incoming and outgoing shipments, handling and disposition of materials and keeping warehouse inventory current.

CRITERIA:

1. Can the individual establish verification procedures for a packing invoice for incoming goods?
2. Can the individual establish verification procedures for a shipping invoice for outgoing shipments?
3. Can the individual formulate verification procedures for handling and dispensing materials?
4. Can the individual maintain an accurate record of the warehouse inventory?

TASK: Inspects physical condition of warehouse and equipment and prepares work order for repairs and requisitions for replacement of equipment.

COMPETENCY: The individual can inspect the physical condition of the warehouse and equipment and can prepare work orders for repairs and requisitions equipment needed.

CRITERIA:

1. Can the individual inspect the physical condition of the warehouse and equipment?
2. Can the individual identify repairs and maintenance needs?
3. Can the individual prepare a work order for warehouse and equipment repairs?
4. Can the individual requisition equipment?

TASK: Confers with department heads to ensure coordination of warehouse activities with other activities.

COMPETENCY: The individual can communicate with department heads to ensure coordination of warehouse activities with other activities.

CRITERIA:
1. Can the individual communicate effectively with others?
2. Can the individual direct others?
3. Does the individual demonstrate leadership qualities?

TASK: Screens and hires warehouse personnel and issues work assignments.

COMPETENCY: The individual can evaluate, obtain and allocate personnel for the warehouse.

CRITERIA:
1. Can the individual screen applications?
2. Can the individual interview job applicants?
3. Can the individual select qualified employees?
4. Can the individual delegate work assignments?

TASK: Directs salvage of damaged or used materials.

COMPETENCY: The individual can supervise warehouse personnel.

CRITERIA:
1. Can the individual relate positively to others?
2. Can the individual communicate clearly to others?
3. Can the individual direct others?
4. Does the individual demonstrate leadership qualities?

184.267-010 FREIGHT-TRAFFIC CONSULTANT (bus. ser.) transportation consultant. Advises industries, business firms and individuals concerning methods of preparation of freight for shipment, rates to be applied and mode of transportation to be used.

TASK:	Consults with client regarding packing procedures and inspects packed or crated goods for conformance to shipping specifications to prevent damage, delay or penalties.
COMPETENCY:	The individual will advise clients concerning methods of preparation of freight for shipment.
CRITERIA:	Can the individual suggest the most efficient techniques in preparation of freight for shipment?
TASK:	Selects mode of transportation.
COMPETENCY:	The individual will choose the best method of transportation for goods in terms of cost, safety and fast delivery.
CRITERIA:	1. Does the individual select the proper mode of transportation? 2. Does the individual determine the most efficient and effective means for transporting the goods?
TASK:	Confers with shipping brokers concerning export and import papers, docking facilities or packing and marking procedures.
COMPETENCY:	The individual uses shipping brokers to obtain information on import/export documents, docking facilities or marking and packing procedures.
CRITERIA:	1. Does the individual relate positively to others? 2. Can the individual communicate clearly to others? 3. Does the individual obtain the correct information?
TASK:	Files claims with insurance company for losses, damages and overcharges of freight shipments.
COMPETENCY:	The individual will take appropriate action when registering claims with insurance company.
CRITERIA:	Does the individual file claims properly to ensure immediate action by insurance company?

185 WHOLESALE AND RETAIL TRADE MANAGERS AND OFFICIALS

This group includes managerial occupations concerned with selling merchandise to retailers; to industrial, commercial, institutional or professional users; or to other wholesalers; or acting as agents in buying merchandise for or selling merchandise to such persons or companies.

185.167-018	DISTRIBUTION WAREHOUSE MANAGER
185.167-026	MACHINERY-OR-EQUIPMENT RENTAL AND LEASING MANAGER
185.167-038	PARTS MANAGER
185.167-066	VENDING-STAND SUPERVISOR
185.167-070	WHOLESALER

185.167-018 DISTRIBUTION WAREHOUSE MANAGER (whole. tr.). Directs and coordinates activities of wholesaler's distribution warehouse.

TASK: Reviews bills of lading for incoming merchandise and customer orders in order to plan work activities.

COMPETENCY: The individual will evaluate, obtain and allocate personnel.

CRITERIA:

1. Can the individual realistically assess shipments and orders in terms of scheduling human, fiscal and material resources?
2. Can the individual realistically assign work loads to employees?
3. Can the individual prepare work schedules for employees?

TASK: Establishes operational procedures for verification of incoming and outgoing shipments.

COMPETENCY: The individual will devise a verification system for incoming and outgoing shipments.

CRITERIA:

1. Can the individual establish operational procedures for verification of shipments?
2. Can the individual implement these procedures?

TASK: Establishes operational procedures for handling and disposition of merchandise and keeping of warehouse inventory.

COMPETENCY: The individual will devise an inventory and distribution system.

CRITERIA:

1. Does the individual evaluate and implement proper procedures for distribution of merchandise?
2. Does the individual evaluate and implement an inventory system?

TASK: Coordinates activities of distribution warehouse with activities of sales, record control and purchasing departments to ensure availability of merchandise.

COMPETENCY: The individual can coordinate warehouse activities with activities of related departments.

The individual can maintain an inventory system.

CRITERIA:

1. Can the individual coordinate warehouse activities?
2. Does the individual evaluate sales activities and maintain inventory levels to meet sales needs?
3. Does the individual maintain adequate control records?
4. Can the individual guide others?
5. Can the individual relate positively to others?
6. Can the individual make decisions?

TASK: Directs reclamation of damaged merchandise.

COMPETENCY: The individual will maintain a claims and customer services division.

CRITERIA:

1. Does the individual institute procedures to handle damaged merchandise?
2. Can the individual handle customer inquiries?

185.167-026 MACHINERY-OR-EQUIPMENT RENTAL AND LEASING MANAGER (any ind.). Directs and coordinates activities of establishment engaged in renting or leasing machinery, tools and equipment to companies involved in business operations such as manufacturing, petroleum production, construction or materials handling or to individuals for personal use.

TASK: Confers with customer to ascertain article required, duration of rental time and responsibility for maintenance and repair, in order to determine rental/leasing charges.

COMPETENCY: The individual will collect and analyze rental or leasing requests and charges.

CRITERIA:

1. Can the individual communicate effectively with customers?
2. Can the individual collect relevant information?
3. Can the individual analyze the collected information?
4. Can the individual determine customer needs and rental/leasing charges based on analysis of information?

TASK: Prepares rental/lease agreement.

COMPETENCY: The individual can develop a rental/lease agreement.

CRITERIA:

1. Can the individual determine information needed for a rental/lease agreement?
2. Does the individual understand the terms of the rental/lease agreement?
3. Can the individual accurately prepare a rental/lease agreement?

TASK: Directs activities of workers engaged in bookkeeping, record and inventory keeping and in checking, handling, servicing or maintaining in-house, leased or rented machines, tools and equipment.

COMPETENCY: The individual can supervise the office and maintenance activities of employees.

CRITERIA:

1. Can the individual communicate effectively with employees?
2. Can the individual motivate employees?

3. Is the individual an effective supervisor?

4. Does the individual understand office and maintenance operations?

185.167-038 PARTS MANAGER (ret. tr.; whole tr.) manager, stockroom. Manages retail or wholesale automotive parts establishment or department of repair shop or service station.

TASK: Requisition new stock.

COMPETENCY: The individual will obtain material resources for the parts department.

CRITERIA:

1. Can the individual maintain a stock record card?
2. Can the individual maintain a price quotation card?
3. Can the individual select the appropriate vendor?
4. Can the individual prepare a purchase order?
5. Can the individual check the vendor's invoice with the purchase invoice?

TASK: Verifies cash receipts and keeps sales records.

COMPETENCY: The individual can perform fiscal management functions for the parts department.

CRITERIA:

1. Can the individual prepare a cash receipt?
2. Can the individual prepare a charge account?
3. Can the individual complete a sale?
4. Can the individual maintain a sales record?

TASK: Hires, trains and discharges workers.

COMPETENCY: The individual can evaluate, obtain and allocate personnel for the parts department.

CRITERIA:

1. Can the individual screen applications?
2. Can the individual interview applicants?
3. Can the individual hire qualified applicants?
4. Can the individual train new employees?
5. Can the individual perform disciplinary functions?

TASK: Confirms credit references of customers by mail or telephone.

COMPETENCY: The individual can obtain and analyze credit data.

CRITERIA:

1. Can the individual conduct a telephone interview using proper telephone etiquette?
2. Can the individual compose written communication concerning a credit reference?
3. Can the individual evaluate the relevancy of the credit data?
4. Can the individual exercise good judgement in extending credit?

185.167-066 VENDING-STAND SUPERVISOR (gov. ser.) operations supervisor; vending-enterprises supervisor. Coordinates activities of persons engaged in vending-stand operations of State program for rehabilitation of the blind.

TASK: Observes stand operation and advises blind vendor on merchandise purchase and display, improved methods of operation, personal appearance and sanitation.

COMPETENCY: The individual will oversee all functions associated with the vending-stand operation.

CRITERIA:

1. Does the individual understand the techniques of operating a vending-stand?
2. Can the individual give sound advice concerning the operating of a vending-stand?

TASK: Inspects condition of stock and fixtures.

COMPETENCY: The individual can conduct inspections required by various agencies.

CRITERIA:

1. Can the individual determine the need for maintenance and repair by examining stock and fixtures of a vending operation?
2. Does the individual understand regulations that adhere to vending operations?

TASK: Examines invoices and receipts.

COMPETENCY: The individual can perform fiscal management functions needed for the vending-stand operations.

CRITERIA: Can the individual check an invoice or receipt to determine equity of charges?

TASK: Investigates and resolves problems varying from nuisance complaints to breach-of-contract.

COMPETENCY: The individual can analyze and solve problems.

CRITERIA:

1. Does the supervisor investigate problems to determine the facts?
2. Can the supervisor solve or resolve problems, both minor and major?

TASK: May collect cash, invoices, receipts and specified assessments as determined by state program requirements.

COMPETENCY: When required, the individual will receive monies and related paperwork of the vending operation.

CRITERIA:

1. Can the individual prepare a cash receipt for cash collected?
2. Can the individual conduct fiscal operations required by state programs?

TASK: May plan, locate and arrange for installation of stands, train vendors and negotiate contracts with building managers for stand operations.

COMPETENCY: The individual will perform those activities required to implement the installation and operation of new vending stands.

CRITERIA:

1. Can the individual plan, locate and arrange for the installation of new stands?
2. Can the individual train vendors?
3. Can the individual negotiate building contracts?

185.167-070 WHOLESALER (whole. tr.) I. Manages establishment engaged in purchasing, wholesaling and distributing merchandise, such as furniture and home furnishings, construction materials and supplies, metals and minerals, electrical goods, drugs and drug proprietaries, groceries and foodstuffs and professional equipment and supplies to retailers, industrial and commercial consumers or professional personnel.

TASK: Estimates stock requirements based on sales orders, inventory, projected volume of sales and current condition of economy.

Authorizes purchase of merchandise based on estimates.

Directs assembly of and storing of merchandise, filling of orders and distribution to customers according to sales orders.

COMPETENCY: The individual can realistically evaluate, obtain and allocate wholesale merchandise.

CRITERIA:

1. Can the individual estimate stock requirements?
2. Can the individual prepare a purchase requisition based on estimates?
3. Can the individual receive and process incoming merchandise?
4. Can the individual allocate and distribute merchandise to customers?

TASK: Directs and coordinates activities of workers engaged in wholesaling merchandise.

COMPETENCY: The individual will supervise warehouse personnel.

CRITERIA:

1. Can the individual relate postively to others?
2. Can the individual clearly communicate to others?
3. Can the individual direct others?
4. Does the individual demonstrate leadership qualities?

TASK: Extends credit to purchasers.

COMPETENCY: The individual can obtain and analyze credit data.

CRITERIA:

1. Can the individual conduct a telephone interview using proper telephone etiquette?

2. Can the individual compose written communication concerning a credit reference?

3. Can the individual evaluate the relevancy of the credit data?

4. Can the individual exercise good judgement in extending credit?

TASK: Advises customers concerning current and future market conditions and availability of merchandise.

COMPETENCY: The individual can obtain, evaluate and relay data concerning market conditions.

CRITERIA:

1. Can the individual identify sources for obtaining market data?

2. Can the individual analyze market data?

3. Can the individual clearly communicate to others market conditions concerning the availability of merchandise?

186 FINANCE, INSURANCE AND REAL ESTATE

MANAGERS AND OFFICIALS

This group includes managerial occupations concerned with banks and trust companies, credit agencies other than banks, investment companies, brokers and dealers in securities and commodity contracts and security and commodity exchanges; all types of insurance and insurance agents and brokers; owners, lessors, lessees, buyers, sellers, agents and developers of real estate.

186.117-062	PUBLIC EVENTS FACILITIES RENTAL MANAGER
186.137-010	SAFETY DEPOSIT SUPERVISOR
186.167-018	APARTMENT HOUSE MANAGER
186.167-022	CREDIT CARD OPERATIONS MANAGER
186.167-026	CREDIT UNION MANAGER
186.167-030	HOUSING PROJECT MANAGER
186.167-042	MARKET MANAGER
186.167-050	OPERATIONS OFFICER
186.267-010	BONDING AGENT
186.267-014	LOAN COUNSELOR
186.267-018	LOAN OFFICER

186.117-062 PUBLIC EVENTS FACILITIES RENTAL MANAGER (bus. ser.). Negotiates contracts for leasing arenas, auditoriums, stadiums or other public events facilities.

TASK: Solicits new business and renews established contracts to promote rental of facilities.

COMPETENCY: The individual can promote an advertising campaign for rental facilities.

CRITERIA:

1. Can the individual plan an advertising campaign?
2. Can the individual implement an advertising campaign?
3. Can the individual control an advertising campaign?

TASK: Maintains schedule of rentals to determine availability of facilities for bookings.

COMPETENCY: The individual can obtain accurate records of rental bookings.

CRITERIA: Can the individual maintain an accurate record of rental schedules and bookings?

TASK: Oversees operation and maintenance of facilities.

COMPETENCY: The individual can supervise personnel in the operation and upkeep of the rental facilities.

CRITERIA:

1. Can the individual relate positively to others?
2. Can the individual clearly communicate to others?
3. Can the individual direct others?
4. Can the individual demonstrate leadership qualities?

TASK: Notifies fire and police department of scheduled use of buildings to provide protection.

COMPETENCY: The individual can plan for protection of the rental facilities by the police and fire departments.

CRITERIA:

1. Can the individual clearly communicate to others?
2. Can the individual cooperatively plan for the protection of the facilities with the police and fire departments?

TASK: Studies reports to ascertain time lessee used facilities and if damage was incurred to facilities or contents.

COMPETENCY: The individual can assess the lessee's care of a rental facility and its contents.

CRITERIA:

1. Can the individual analyze the booking schedule to determine the lessee as of a specified date?
2. Can the individual determine the damage incurred to a rental facility or its contents?

TASK: Submits bills and receives and accounts for monies paid for rentals.

COMPETENCY: The individual can prepare statements and collect and account for monies paid for rental facilities.

CRITERIA:

1. Can the individual compute the amount owed by the lessee?
2. Can the individual prepare a bill for the lessee?
3. Can the individual count the money received from the lessee?
4. Can the individual reconcile the total amount of money received from the lessees with the total amount of accounts paid?

186.137-010 SAFETY DEPOSIT SUPERVISOR (finan. inst.) manager, safe deposits. Supervises and coordinates activities of workers engaged in renting and maintaining safe-deposits boxes.

TASK: Opens and closes vault and records time of opening and closing in logbook.

Turns controls to set vault clock for reopening.

COMPETENCY: The individual will be responsible for operational procedures for the vault.

CRITERIA:

1. Can the individual maintain proper records of vault usage?
2. Does the individual set vault clock controls according to prescribed procedures?
3. Does the individual assume total responsibility for vault operation?

TASK: Authorizes forcing, servicing and repair of safe-deposit box locks.

COMPETENCY: The individual will accept responsibility for maintenance of safe-deposit boxes.

CRITERIA: Does the individual authorize activities of repair or service according to set procedures?

TASK: Approves or disapproves rentals and requests for admittance to safe-deposit boxes in accordance with bank regulations.

COMPETENCY: The individual can implement the appropriate procedures for renting or admitting clients to safe-deposit boxes.

CRITERIA:

1. Does the individual know bank regulations concerning rentals of safe-deposit boxes?
2. Does the individual know bank regulations concerning admittance to safe-deposit boxes?

TASK: Compiles statistical and tax reports.

COMPETENCY: The individual will obtain and evaluate report information and write statistical and tax reports.

CRITERIA:

1. Does the individual follow correct procedure in compiling reports?
2. Can the individual collect relevant information for reports?
3. Can the individual write clear, concise reports?

186.167-018 APARTMENT HOUSE MANAGER (real estate). Manages apartment house complex or development for owners or property management firm.

TASK: Shows prospective tenants apartments and explains occupancy terms.

COMPETENCY: The individual can conduct a tour of the rental unit to prospective tenants and explain occupancy terms.

CRITERIA:

1. Can the individual conduct a tour of a rental unit?
2. Can the individual describe the features of the unit to the prospective tenant?
3. Can the individual professionally and accurately answer the prospect's questions concerning the apartment?
4. Can the individual clearly explain the terms of the lease?

TASK: Rents or leases apartments.

COMPETENCY: The individual can obtain a commitment from a prospective tenant to rent or lease a given apartment.

CRITERIA: Can the individual use professional selling techniques in order to receive a prospective tenant's commitment to renting or leasing a given apartment?

TASK: Collects impounds as required.

COMPETENCY: The individual can collect impound.

CRITERIA:

1. Can the individual compute the amount of impound owed?
2. Can the individual collect the impound?

TASK: Completes lease form.

COMPETENCY: The individual can complete the execution of a lease for an apartment.

CRITERIA:

1. Does the individual have an understanding of the terms of the lease agreement?
2. Can the individual clearly explain the terms of the lease to the lessee?
3. Can the individual complete the lease form?

TASK: Collects rent due and issues receipts.

COMPETENCY: The individual can perform the rental collection functions for the apartment complex.

CRITERIA:

1. Can the individual maintain an accurate record of rent owed by the tenant?
2. Can the individual maintain an accurate record of rent collected from the tenant?
3. Can the individual compose written communication concerning overdue rent?
4. Can the individual conduct a telephone conversation concerning overdue rent?
5. Can the individual accurately count the money received from the tenant?
6. Can the individual prepare a receipt for rent collected?

TASK: Investigates tenant complaints.

COMPETENCY: The individual can collect and analyze relevant information concerning tenant complaints.

CRITERIA:

1. Can the individual clearly communicate with others?
2. Can the individual collect relevant data concerning tenant complaints?
3. Can the individual analyze the collected information related to the complaints?
4. Can the individual handle complaints in a courteous and professional manner?

TASK: Inspects vacated apartments to determine needed repairs or maintenance.

COMPETENCY: The individual can demonstrate the ability to inspect vacated apartments to determine the repairs or maintenance needed.

CRITERIA:

1. Can the individual inspect a vacated apartment?
2. Can the individual identify repairs and maintenance needed for a vacated apartment?

TASK: Directs and coordinates activities of maintenance staff or arranges for outside personnel to perform maintenance.

COMPETENCY: The individual can supervise maintenance personnel.

CRITERIA:
1. Can the individual relate positively to others?
2. Can the individual clearly communicate to others?
3. Can the individual direct others?
4. Does the individual demonstrate leadership qualities?

TASK: Endeavors to resolve tenant complaints concerning other tenants or visitors.

COMPETENCY: The individual can collect and analyze relevant information in order to resolve complaints concerning tenants or visitors.

CRITERIA:
1. Can the individual communicate clearly with tenants?
2. Can the individual interview a tenant to collect relevant information concerning complaints?
3. Can the individual analyze the collected information concerning tenant complaints?
4. Can the individual resolve tenant complaints based on information collected?
5. Can the individual exercise fairness and good judgement in resolving tenants' complaints?

186.167-022 CREDIT CARD OPERATIONS MANAGER (profess. & kin.). Directs and coordinates credit card operations for bank, commercial concern or credit card company.

TASK: Develops and establishes procedures for verifying data on application form to ascertain if applicant meets prescribed criteria for credit.

COMPETENCY: The individual will maintain credit verifying procedures.

CRITERIA:

1. Can the individual design a credit application form?
2. Can the individual evaluate the relevancy of credit data?

TASK: Reviews documentation and recommendations on applications prepared by staff to determine credit validity and approves issurance of credit to applicants meeting criteria.

COMPETENCY: The individual can approve or disapprove a credit application.

CRITERIA:

1. Can the individual review applications for credit supporting documentation to determine credit validity?
2. Does the individual approve credit to applicants who meet the criteria?

TASK: Establishes maximum credit ceiling from data for each account.

COMPETENCY: The individual will review account data and can determine credit limits.

CRITERIA: Can the individual set credit limits based on account data?

TASK: Analyzes computer printouts, collection statistics and reports.

COMPETENCY: The individual will use statistical information to establish internal controls.

CRITERIA:

1. Can the individual utilize computer printouts, collection statistics and reports to determine status of collection balances outstanding?
2. Does the individual analyze statistical data in evaluating organizational effectiveness in current delinquency collection policies and procedures?

TASK: Confers with administrative personnel on delinquency trends and recommends/assists in formulating changes in policy and procedures for increased operational controls.

COMPETENCY: The individual can discuss delinquency trends with administrative personnel and will provide support in revamping internal procedures where appropriate.

CRITERIA:

1. Does the individual understand the process in developing policy and procedures?
2. Can the individual make decisions?
3. Can the individual effectively communicate with others?

TASK: Compiles and analyzes statistical data on fraudulent use of credit cards and develops procedures to deter or prevent this abuse.

COMPETENCY: The individual can collect, prepare and analyze information concerning fraudulent use of credit cards and takes steps to curtail such use.

CRITERIA:

1. Can the individual minimize the fraudulent use of credit cards by examining relevant data and initiating procedures designed to deter this use?
2. Can the individual do research?

TASK: Conducts supervisory staff meetings to assign credit applications for verification, delinquent accounts for collection, fraud cases for investigation and possible legal action and to obtain progress reports on activities.

COMPETENCY: The individual will hold staff meetings and can assign responsibilities to staff members.

CRITERIA:

1. Does the individual demonstrate leadership qualities?
2. Can the individual conduct meetings?
3. Can the individual direct others and communicate effectively?
4. Does the individual obtain progress reports on activities?

TASK: Coordinates credit card operations with activities of central collection department, company branches and other credit card companies to exchange information and update credit card controls.

COMPETENCY: The individual will cooperate with internal and external organizations in exchanging information and updating credit card controls?

CRITERIA:

1. Can the individual exercise good judgement in exchanging credit information with others?
2. Can the individual use appropriate procedures in updating credit card controls?

TASK: Audits delinquent accounts considered to be uncollectible to ensure maximum efforts and alternate recovery resources have been taken before assigning account bad debt status.

COMPETENCY: The individual will examine uncollectible accounts to make certain all reasonable steps have been taken to collect on the account prior to assigning the account bad debt statuts.

CRITERIA:

1. Does the individual demonstrate the ability to audit an account?
2. Can the individual determine criteria for assigning bad debt status to an uncollectible account?

TASK: Ensures that prescribed actions on credit cards reported stolen are taken.

COMPETENCY: The individual will activate the appropriate procedures for stolen credit cards.

CRITERIA: Does the individual know what action to take when a credit card is reported stolen?

TASK: Directs removal of charges in excess of client's liability from account.

COMPETENCY: The individual can implement the appropriate procedures for removal of credit charges.

CRITERIA:

1. Does the individual understand charges made to client's account?
2. Does the individual understand the process to be used in removing charges from accounts?

186.167-026 CREDIT UNION MANAGER (finan. inst.). Directs and coordinates activities of federal or state chartered credit union engaged in providing savings and loan services to members.

TASK: Reviews applications for loans and recommends to loan committee approval or denial.

COMPETENCY: The individual will determine status of loan application and makes recommendation to loan committee.

CRITERIA:

1. Can the individual review applications for credit supporting documentation to determine credit validity?
2. Can the individual evaluate the relevancy of credit data?
3. Does the individual approve credit to applicants who meet criteria?

TASK: Supervises employees engaged in performing bookkeeping operations, clerical duties and depositing monies in bank.

COMPETENCY: The individual can plan, organize and direct the fiscal, personnel and material operations of the bank.

CRITERIA:

1. Does the individual coordinate employee activities in performing banking operations?
2. Does the individual demonstrate leadership qualities?
3. Can the individual effectively communicate with others?
4. Does the individual relate positively to others?

TASK: Signs, as management representative of credit union, legal documents pertaining to real estate transactions.

Signs for disbursement of funds as authorized by board of directors and obligations occurring from union operations.

COMPETENCY: The individual will assume responsibility for signing credit union documents.

CRITERIA:

1. Can the individual recognize the need to act as management's representative of the credit union?
2. Does the individual accept legal responsibility for signing documents?

TASK: Establishes procedures to provide for control and accountability of assets and resources.

COMPETENCY: The individual will maintain appropriate procedures for control and accountability of assets and resources.

CRITERIA:

1. Does the individual understand the process used in developing policy and procedures.
2. Can the individual make decisions?
3. Can the individual effectively communicate with others?

TASK: Directs preparation of financial statements as required by law or regulations, board of directors and union by-laws.

COMPETENCY: The individual will supervise the preparation of financial statements.

CRITERIA:

1. Does the individual know correct procedures for preparation of financial statements?
2. Can the individual guide the employees in preparation of financial statements?

TASK: Assists government representatives in auditing credit union records.

COMPETENCY: The individual will provide assistance in auditing of records.

CRITERIA:

1. Is the individual familiar with auditing procedures?
2. Can the individual give assistance in auditing procedures?

TASK: Assigns delinquent accounts to agencies for collection or repossession of pledged collateral.

COMPETENCY: The individual will identify collection agencies.

CRITERIA: Can the individual identify appropriate agencies for the collection of delinquent accounts and repossession of pledged collateral?

TASK: Performs related managerial duties, such as recommending to board securities for investment of excess funds, arranging for bank credit, negotiating loans and purchasing and sale of securities as authorized.

COMPETENCY: The individual will engage in related managerial duties.

CRITERIA:

1. Can the individual make recommendations to the board concerning the buying and selling of securities based on knowledge of investments?
2. Can the individual negotiate for bank credit?

TASK: Directs initiation of payroll deductions as authorized by members for savings purposes or loan repayment, preparation of note, certificate of legal ownership or trust deed as collateral or acknowledgement of indebtedness.

COMPETENCY: The individual can perform fiscal responsibilities for savings, loans and payments.

CRITERIA: Can the individual direct fiscal activities for credit union members?

186.167-030 HOUSING PROJECT MANAGER (profess. & kin.). Directs operations of housing project to provide low-income or military families, welfare recipients or other eligible individuals with furnished or unfurnished housing in single or multi-unit dwellings or house trailers.

TASK: Develops and implements plans for administration of housing project and establishes procedures for making housing assignments.

COMPETENCY: The individual will administer all phases of a housing project.

CRITERIA:

1. Does the individual develop plans for administering the housing project?
2. Does the individual implement those plans in managing the project?
3. Does the individual establish procedures for making housing assignments?

TASK: Reviews occupancy reports to ensure that applications, selection of tenants and assignment of dwelling units are in accordance with rules and regulations.

COMPETENCY: The individual will obtain tenants for the housing project.

CRITERIA:

1. Can the individual screen applicants?
2. Can the individual interview applicants?
3. Can the individual select qualified tenants?

TASK: Conducts surveys of local rental rates and participates in setting of rental rates according to occupants' income and accommodation required.

COMPETENCY: The individual will examine local rental rates and establish rental rates appropriate for the housing project.

CRITERIA:

1. Can the individual collect data using a survey instrument?
2. Does the individual use occupants' income and accommodations required when establishing rental rates for the housing project?

TASK: Prepares operational budget requests and receives accounts funding and disburses funds.

COMPETENCY: The individual can perform basic fiscal management functions for the housing project.

CRITERIA:
1. Can the individual prepare a budget request?
2. Does the individual receive and note the funded budget by account?
3. Can the individual disburse funds so as not to exceed budget authorization?

TASK: Conducts analyses of management and maintenance costs to determine areas where cost reductions can be effected.

COMPETENCY: The individual can complete a cost analysis.

CRITERIA:
1. Can the individual determine operational costs?
2. Does the individual implement cost reduction measures based on an analysis of management and maintenance costs?

TASK: Plans long range schedule of major repairs on units.

COMPETENCY: The individual will formulate flexible long-range plans for repairing facilities.

CRITERIA:
1. Can the individual classify major repairs?
2. Can the individual identify facilities needing repair?
3. Can the individual develop a repair time schedule?

TASK: Recommends policy and physical requirement changes based on studies of occupancy, turnover rates and accommodation requirements.

COMPETENCY: The individual can evaluate and recommend human, fiscal and material resource changes.

CRITERIA:
1. Can the individual analyze housing project data?
2. Does the individual recommend changes in policy and physical requirements?

TASK: Promotes harmonious relations among tenants, housing project personnel and persons of the community.

COMPETENCY: The individual will use sound human relations techniques to resolve conflict and to strengthen ties between those associated with the housing project and persons of the community.

CRITERIA: 1. Can the individual relate positively to others?

2. Can the individual clearly communicate to others?

3. Can the individual guide others?

TASK: Directs work activities of office and clerical staff.

COMPETENCY: The individual will supervise the office staff.

CRITERIA: 1. Does the individual guide office and clerical staff in the performance of their duties?

2. Can the individual relate positively to others?

3. Can the individual clearly communicate to others?

4. Can the individual guide others?

TASK: Requisitions furnishings and furniture for housing unit.

COMPETENCY: The individual will obtain and allocate material resources for the housing units.

CRITERIA: 1. Does the individual select the appropriate vendors to supply new furnishings and furniture?

2. Can the individual prepare a purchase order?

TASK: May direct activities of other management personnel in housing project having commercial shops, etc.

COMPETENCY: The individual may supervise commercial establishments within the housing project's jurisdiction.

CRITERIA: Can the individual guide others and facilitate the development of the housing project?

186.167-042 MARKET MANAGER (ret. tr.; whole. tr.). Directs and coordinates activities of municipal, regional or state fruit, vegetable or meat market or exchange.

TASK: Negotiates contracts between wholesalers and market authority or rents space to food buyers and sellers.

COMPETENCY: The individual can obtain, evaluate and negotiate data for contracts and leases.

CRITERIA:
1. Does the individual demonstrate the ability to negotiate with others?
2. Can the individual serve as a mediator?
3. Does the individual know the processes involved in writing contracts and leases?

TASK: Directs, through subordinate personnel, collection of fees or monies due market, maintenance and cleaning of buildings and grounds and enforcement of market sanitation and security rules and regulations.

COMPETENCY: The individual will supervise market operations.

CRITERIA:
1. Can the individual determine fiscal functions of the market?
2. Does the individual direct maintenance functions?
3. Can the individual apply market rules and regulations?

TASK: Keep records of current sales prices of food items and total sales volume.

COMPETENCY: The individual will maintain records of fiscal operation functions.

CRITERIA:
1. Can the individual evaluate market prices and sales?
2. Can the individual maintain a sales record?

TASK: May endeavor to resolve differences between buyers and sellers.

COMPETENCY: The individual will mediate conflicts between buyers and sellers, when required.

CRITERIA:
1. Can the individual resolve problems?

2. Can the individual guide others?

3. Can the individual clearly communicate to others?

TASK: May prepare activity reports for management or board.

COMPETENCY: The individual can prepare activity reports.

CRITERIA:

1. Can the individual prepare operational reports?

2. Does the report contain essential information?

3. Is the report information clear, concise and self-explanatory?

4. Is the report accurate?

186.167-050 OPERATIONS OFFICER (finan. inst.). Directs and coordinates activities of personnel involved in performing internal operations in department or branch office of financial institution, such as bank or savings and loan association.

TASK: Audits accounts, records of proof and certification to ensure compliance of workers with established standard procedures and practices.

COMPETENCY: The individual will audit accounts and records.

CRITERIA: Does the individual ensure compliance of clients with established standard procedures and practices.

TASK: Compiles required and special reports on operating functions of department or branch.

COMPETENCY: The individual will collect and analyze relevant information for reports.

CRITERIA:

1. Can the individual prepare reports based on information collected?
2. Does the individual give clear, concise reports when writing or speaking?

TASK: Interviews, selects and hires new employees.

COMPETENCY: The individual will evaluate, obtain and allocate personnel.

CRITERIA:

1. Can the individual screen applications?
2. Can the individual interview applicants?
3. Can the individual hire qualified applicants?

TASK: Directs employee training to improve efficiency and ensure conformance with standard procedures and practices.

COMPETENCY: The individual will develop a staff development program.

CRITERIA:

1. Can the individual improve efficiency of company through staff orientation and inservice programs?
2. Can the individual develop a staff development plan that ensures conformance with standard procedures and practices.

TASK: Verifies workers' count of incoming cash shipments.

COMPETENCY: The individual will develop and administer a verification system.

CRITERIA: Does the individual ensure the accuracy of cash shipments?

TASK: Controls supply of money on hand commensurate with branch's daily needs and legal requirements.

COMPETENCY: The individual will manage the money flow.

CRITERIA: Does the individual keep enough money on hand to meet daily needs and legal requirements?

TASK: Conducts staff meetings of operations personnel or confers with subordinate supervisors to discuss operational problems or explain procedural changes or practices.

COMPETENCY: The individual will discuss problems and procedural changes with subordinates.

CRITERIA:
1. Can the individual relate positively to others?
2. Can the individual conduct meetings?

186.267-010 BONDING AGENT (bus. ser.) bail bonding agent. Investigates arrested person to determine bondability.

TASK: Interviews bond applicant to ascertain character and financial status.

COMPETENCY: The individual can evaluate bond applicants.

CRITERIA:
1. Can the individual screen applicants?
2. Can the individual interview applicants?

TASK: Furnishes bond for prescribed fee upon determining intention of accused to appear in court.

COMPETENCY: The individual will post bond, for a prescribed fee.

CRITERIA:
1. Does the individual understand the court process for posting bond?
2. Can the individual determine fees to be charged for posting bond?

TASK: Post and signs bond with court clerk to obtain release of client.

COMPETENCY: The individual will perform the bonding procedure to obtain release of client.

CRITERIA: Does the individual understand the court process for releasing a client?

TASK: Forfeits amount of bond if client fails to appear for trial.

COMPETENCY: The individual will assume responsibility for paying amount of bond.

CRITERIA: Does the individual comply with rules and regulations of client's failure to appear in court?

186.267-014 LOAN COUNSELOR (finan. inst.) collection analyst; loan-servicing officer. Analyzes loan contracts and attempts to obtain payment of overdue installments.

TASK: Studies record of delinquent account and contacts borrower to discuss payments due.

COMPETENCY: The individual will examine delinquent accounts and initiates communication with borrowers.

CRITERIA:
1. Does the individual demonstrate the ability to audit an account?
2. Can the individual communicate effectively - both in writing and orally?

TASK: Receives and records payments.

COMPETENCY: The individual can perform fiscal management functions.

CRITERIA:
1. Can the individual prepare a cash receipt?
2. Can the individual prepare a charge account?
3. Does the individual post payments to appropriate records?

TASK: Analyzes financial problems of borrower and adjusts loan agreement to restore loan to good standing.

COMPETENCY: The individual will review account data and modify loan agreement where applicable.

CRITERIA: Can the individual restore loan to good standing by rearranging loan agreements to meet the financial needs of the borrower?

TASK: Prepares reports of delinquent accounts that cannot be collected.

COMPETENCY: The individual can collect, analyze and prepare information on delinquent accounts.

CRITERIA:
1. Does the individual demonstrate the ability to audit an account?
2. Can the individual determine criteria for assigning bad debt status to an uncollectible account?

3. Does the individual prepare reports on uncollectible accounts?

TASK: Answers loan inquiries concerning loan balance, taxes and penalties.

COMPETENCY: The individual will respond to loan inquiries.

CRITERIA: Can the individual furnish information on loan balance, taxes and penalties to customer?

TASK: May be called upon to testify at legal proceedings.

COMPETENCY: The individual will offer testimony at legal proceedings when required.

CRITERIA: Does the individual appear and testify at legal proceedings when necessary?

186.267-018 LOAN OFFICER (finan. inst.; insurance). Examines, evaluates, authorizes or recommends approval of customer applications for lines or extension of lines of credit, commercial loans, real estate loans, consumer credit loans or credit card accounts.

TASK: Reviews loan application for completeness.

Analyzes applicant's financial status, credit and property evaluation to determine feasibility of granting loan request.

Corresponds with or interviews applicant or creditors to resolve questions regarding application.

COMPETENCY: The individual can process loan applications and evaluate applicants.

CRITERIA:

1. Can the individual review a loan application for completeness?
2. Can the individual interview a loan applicant or his/her creditors in order to resolve application questions?
3. Can the individual compose written communication to the applicant or creditor concerning the loan application?
4. Can the individual analyze the financial status of the applicant from the information on a completed application?

TASK: Approves loan or refers loan to loan committee.

Completes loan agreement on accepted loans.

COMPETENCY: The individual can approve loans and complete the loan agreement.

CRITERIA:

1. Can the individual approve loans?
2. Can the individual complete a loan agreement?

TASK: Handles foreclosure proceedings.

COMPETENCY: The individual can negotiate foreclosure proceedings.

CRITERIA: Can the individual demonstrate the handling of foreclosure proceedings?

TASK: Analyzes potential loan markets to develop prospects.

COMPETENCY: The individual can obtain and evaluate market data in order to locate prospective applicants.

CRITERIA:

1. Can the individual identify sources for obtaining market data?
2. Can the individual analyze market data?
3. Can the individual identify prospective loan applicants based on market data?

TASK: May buy and sell contracts, loans or real estate.

COMPETENCY: The individual can demonstrate the ability to purchase and sell contracts, loans or real estate.

CRITERIA: Can the individual negotiate the purchase and sale of contracts, loans or real estate?

187 SERVICE INDUSTRY MANAGERS AND OFFICIALS

This group includes managerial occupations concerned with hotels and other lodging places; establishments providing personal, business, repair and amusement services; medical, legal, engineering and other professional services; nonprofit membership organizations and other miscellaneous services.

187.137-014	VOLUNTEER SERVICES SUPERVISOR
187.167-018	LABOR UNION BUSINESS REPRESENTATIVE
187.167-042	CHAMBER OF COMMERCE DIVISION MANAGER
187.167-078	CONVENTION MANAGER
187.167-082	CUSTOMER SERVICES MANAGER
187.167-098	EMPLOYMENT AGENCY MANAGER
187.167-150	STORAGE GARAGE MANAGER
187.167-154	THEATER MANAGER
187.167-158	TRAVEL AGENCY MANAGER
187.167-162	VEHICLE LEASING AND RENTAL MANAGER
187.167-186	RESIDENCE SUPERVISOR
187.167-198	VETERANS CONTACT REPRESENTATIVE

187.137-014 VOLUNTEER SERVICES SUPERVISOR (profess. & kin.) volunteer services assistant. Supervises volunteer workers and coordinates activities in specified project or work area within organization to help strengthen and extend selected public or private programs and projects.

TASK: Recruits, interviews and classifies applicants for volunteer work and trains and supervises volunteers in specific assignments.

COMPETENCY: The individual can evaluate, obtain and allocate personnel for volunteer work.

CRITERIA:

1. Can the individual screen applications?
2. Can the individual interview applicants?
3. Can the individual select qualified volunteers?
4. Does the individual train and supervise volunteers?

TASK: Informs volunteers of policies, procedures and standards of volunteer service.

COMPETENCY: The individual will conduct orientation sessions.

CRITERIA:

1. Can the individual effectively communicate the practices and standards of volunteer service.
2. Can the individual conduct meetings?

TASK: Reviews written reports and observes work activities of volunteers to evaluate work performance.

COMPETENCY: The individual will evaluate performance of volunteers?

CRITERIA:

1. Can the individual evaluate work performance?
2. Does the individual observe volunteer performance?

TASK: Confers with volunteers to resolve grievances and promote cooperation and interest.

COMPETENCY: The individual will promote goodwill.

CRITERIA:

1. Does the individual use good human relations techniques?
2. Is the individual a motivator?

TASK: Participates in programs of public recognition for volunteer workers.

COMPETENCY: The individual will publicly recognize volunteer works.

CRITERIA:

1. Does the individual know publicity techniques?
2. Can the individual use publicity techniques?

TASK: Supervises workers engaged in preparing and maintaining records of volunteer service programs, needs and donations.

COMPETENCY: The individual can perform and assist in fiscal management functions.

CRITERIA:

1. Can the individual provide assistance to volunteers in preparation and maintenance of records.
2. Can the individual maintain accurate records?
3. Can the individual accurately count money received?
4. Can the individual prepare a receipt for money collected?

187.167-018 LABOR UNION BUSINESS REPRESENTATIVE (profess. & kin.). Manages business affairs of labor union.

TASK: Coordinates and directs such union functions as promoting local membership, placing union members on jobs, arranging local meetings and maintaining relations between union and employers and press representatives.

COMPETENCY: The individual will supervise union activities.

CRITERIA:

1. Does the individual promote local membership?
2. Does the individual aid in placing union members on job?
3. Does the individual arrange local meetings?
4. Does the individual maintain relationships between union, employers and other representatives?

TASK: Visits worksites to ensure management and labor employees adhere to union contract specifications.

COMPETENCY: The individual will travel to worksites.

CRITERIA: Does the individual ensure labor-management adherence to contract specifications?

TASK: May assist in developing plant production and safety and health measures.

COMPETENCY: The individual may help establish production, safety and health procedures in plants.

CRITERIA: Can the individual assist in preparing plant production, safety and health measures?

TASK: May negotiate with management on hours, wages, individual grievances and other work-related matters affecting employees.

COMPETENCY: The individual will bargain with management on issues affecting employees?

CRITERIA:

1. Does the individual negotiate with management on wages, hours and working conditions?
2. Does the individual process employee grievances?

187.167-042 CHAMBER OF COMMERCE DIVISION MANAGER (nonprofit organ.) department manager, chamber of commerce. Directs and administers activities of department of chamber of commerce, such as domestic trade, construction industries or aviation and space departments.

TASK: Analyzes market trends and economic conditions to forecast potential sales of products or service in area.

Studies agricultural economy for exploitation of rural resources, production and marketing of farm products, improving farm income and effecting favorable agricultural legislation.

COMPETENCY: The individual can obtain and evaluate market data and economic trends.

The individual can forecast needs of the community.

CRITERIA:

1. Can the individual identify sources for obtaining economic and market data?
2. Can the individual recognize market trends and economic conditions?
3. Can the individual predict potential sales for area?
4. Can the individual predict agricultural trends and needs?

TASK: Assists business and industrial organizations on such problems as expansions, cost reductions and community development.

COMPETENCY: The individual will provide assistance to business and industry.

CRITERIA:

1. Does the individual assist in expanding community business and industry?
2. Does the individual promote cost-effectiveness?
3. Does the individual understand the need for community development?

TASK: Advises business organizations and industrial groups on tax problems and legislation.

COMPETENCY: The individual will serve as an advisor to business and industrial groups.

CRITERIA:
1. Is the individual aware of local, state and federal laws and regulations relating to business and industry?
2. Can the individual give sound advice?

TASK: Suggest civic improvements based on surveys of community needs.

COMPETENCY: The individual will conduct community surveys and make recommendations.

CRITERIA:
1. Can the individual do research?
2. Can the individual relate ideas to others?
3. Does the individual make good suggestions?

TASK: Plans and directs educational campaigns to promote public support of community programs.

COMPETENCY: The individual can use various publicity efforts to promote community programs.

CRITERIA:
1. Can the individual formulate and institute educational campaigns?
2. Does the individual use speeches, exhibits, films, tours and question/answer sessions to promote community programs?

TASK: Stimulates civic and economic growth of community by promoting tourist travel, soliciting convention business and inducing labor and industry to immigrate into areas.

COMPETENCY: The individual will promote civic and economic growth of the community through various types of campaigns.

CRITERIA:
1. Can the individual plan an advertising campaign?
2. Can the individual implement an advertising campaign?
3. Can the individual control an advertising campaign?

187.167-078 CONVENTION MANAGER (hotel & rest.). Coordinates activities of staff and convention personnel to make arrangements for group meetings and conventions to be held in hotel.

TASK: Consults with representatives of group or organization to plan details.

COMPETENCY: The individual will determine group needs when booking convention facilities.

CRITERIA:

1. Can the individual relate positively to others?
2. Can the individual plan and coordinate activities of the convention center?
3. Does the individual meet with representatives from booking organizations to plan convention details?

TASK: Obtains permits from fire and health departments to erect displays and exhibits and serve food in rooms other than dining rooms.

COMPETENCY: The individual will secure the necessary permits from fire and health officials.

CRITERIA:

1. Does the individual provide for fire and health protection of the convention center?
2. Does the individual provide for displays and food service, in rooms other than dining rooms, by obtaining permits from fire and health officials?

TASK: Notifies various department heads of arrangements made.

COMPETENCY: The individual will inform appropriate department heads of convention arrangements.

CRITERIA:

1. Can the individual effectively communicate with others?
2. Can the individual relate positively to others?

TASK: Directs workers in preparing banquet and convention rooms and erecting displays and exhibits.

COMPETENCY: The individual will supervise employees in making convention arrangements.

CRITERIA:

1. Does the individual oversee banquet and convention room preparation?
2. Does the individual monitor workers in erecting displays and exhibits?

TASK: Inspects rooms and displays for conformance to needs and desires of group.

COMPETENCY: The individual will examine convention rooms and displays.

CRITERIA: Can the individual ensure conformance to needs and desires of group by inspecting rooms and displays?

TASK: Arranges publicity, special functions, adjusts complaints and performs other duties to promote goodwill.

COMPETENCY: The individual can use various activities and duties in promoting goodwill.

CRITERIA:

1. Does the individual plan publicity campaigns?
2. Does the individual arrange for special functions to promote the convention center?
3. Can the individual adjust complaints?
4. Can the individual perform other duties to promote goodwill?

187.167-082 CUSTOMER SERVICES MANAGER (bus. ser.; ret. tr.). Directs and coordinates customer service activities of establishment to install, service, maintain and repair durable goods, such as machines, equipment, major appliances or other items sold, leased or rented with service contract or warranty.

TASK: Reviews customer requests for service to ascertain cause.

COMPETENCY: The individual will collect and analyze requests for customer service to determine the cause.

CRITERIA:

1. Can the individual collect relevant service call information?
2. Can the individual analyze the collected information?
3. Can the individual assess implications concerning the cause of the service call?

TASK: Determines hours, number of personnel and parts and equipment required for service call.

Prepares schedules for service personnel.

Assigns personnel to routes or to specific repair and maintenance work.

Arranges for transportation of machines and equipment to customer's location or from customer's location.

COMPETENCY: The individual can realistically evaluate, obtain and allocate human, fiscal and material resources for service calls.

CRITERIA:

1. Can the individual realistically assess the hours, personnel and parts and equipment necessary for a service call?
2. Can the individual realistically assign work loads to service personnel?
3. Can the individual prepare work schedules for the service personnel?
4. Can the individual arrange for transportation of material resources to the site of the service call?

TASK: Keeps records of work hours and parts utilized and work performed for each service call.

Requisitions replacement parts and supplies.

COMPETENCY: The individual can provide accurate information concerning hours worked and materials used by the customer services department.

The individual will obtain material resources for the customer service department.

CRITERIA:

1. Can the individual maintain an accurate record of the hours worked and the type of work performed for each service call?
2. Can the individual maintain an accurate record of parts utilized during a service call?
3. Can the individual estimate parts and supplies requirements?
4. Can the individual select the appropriate vendor?
5. Can the individual prepare a purchase order for parts and supplies?

TASK: Contacts service personnel over radio/telephone to obtain or give information and directions.

COMPETENCY: The individual can communicate with service personnel to obtain information or give assistance.

CRITERIA:

1. Can the individual communicate by radio/telephone to obtain or give information or assistance to service personnel?
2. Can the individual summarize and communicate relevant information?
3. Can the individual clearly communicate to others by telephone?

187.167-098 EMPLOYMENT AGENCY MANAGER (profess. & kin.). Manages employment services and business operations of private employment agency.

TASK: Directs hiring, training and evaluation of employers.

Analyzes placement reports to determine effectiveness of employment interviews.

COMPETENCY: The individual can obtain, train and evaluate personnel for the employment agency.

CRITERIA:
1. Can the individual screen applications?
2. Can the individual interview applicants?
3. Can the individual hire qualified applicants?
4. Can the individual train new employees?
5. Can the individual analyze a placement report?
6. Can the individual assess an employment interviewer's effectiveness based on the placement report analysis?
7. Can the individual conduct an evaluation conference?

TASK: Participates in development and utilization of job development methods to promote business for the agency.

COMPETENCY: The individual will participate in the development and utilization of job development theories, in order to promote business for the agency.

CRITERIA:
1. Can the individual develop logically consistent job development methods that would promote agency business?
2. Can the individual rationally support and communicate the theories and procedures developed?

TASK: Enforces agency policies, procedures, safety rules and regulations.

COMPETENCY: The individual can implement agency policies, procedures, safety rules and regulations.

CRITERIA:
1. Does the individual possess knowledge of policies, procedures, safety rules and regulations.

2. Can the individual provide information concerning the policies, procedures, safety rules and regulations to employment agency personnel?

3. Can the individual effectively enforce the policies, procedures, safety rules and regulations?

TASK: Approves or disapproves request for purchase of new equipment and supplies.

COMPETENCY: The individual can evaluate a purchase requisition.

CRITERIA:

1. Can the individual evaluate a purchase requisition on the basis of an approved budget?

2. Can the individual exercise good judgement in approving or disapproving a purchase requisition?

TASK: Prepares budget requests.

COMPETENCY: The individual can perform budgeting functions.

CRITERIA:

1. Can the individual estimate future costs for current business expenses?

2. Can the individual analyze future business needs or expenses and estimate their costs?

3. Can the individual prepare a realistic budget based on data estimates?

TASK: Negotiates leases and orders equipment and supplies.

COMPETENCY: The individual will obtain materials and equipment and negotiate leases.

CRITERIA:

1. Can the individual compare prices for materials and equipment?

2. Can the individual select the appropriate vendor?

3. Can the individual prepare a purchase order?

4. Can the individual check the vendor's invoice with the purchase invoice?

5. Can the individual negotiate leases?

187.167-150 STORAGE GARAGE MANAGER (auto. ser.). Supervises attendants and coordinates operation of automobile storage garage or parking lot.

TASK: Plans work schedule, assign duties to parking lot attendants.

COMPETENCY: The individual can prepare a work schedule for parking lot attendants.

CRITERIA:

1. Can the individual assess the hours and personnel necessary to operate the storage garage?
2. Can the individual realistically assign work loads to garage attendants?
3. Can the individual prepare work schedules for the parking lot attendants?
4. Can the individual assign duties to the parking lot attendants?

TASK: Supervises worker's activities to ensure compliance with rules and regulations.

Coordinates issuance of parking tickets, stickers and validations.

COMPETENCY: The individual can supervise and coordinate the activities of the storage garage personnel.

CRITERIA:

1. Can the individual relate positively to others?
2. Can the individual clearly communicate to others?
3. Can the individual direct the activities of others to ensure compliance with rules and regulations?
4. Can the individual coordinate the activities of the parking lot attendants in issuing parking tickets, stickers and validations?
5. Can the individual demonstrate leadership qualities?

TASK: Keeps daily record of operations.

COMPETENCY: The individual can maintain accurate records of the storage garage operations.

CRITERIA:

1. Can the individual prepare accurate records of hours worked?
2. Can the individual maintain accurate records of money received?
3. Can the individual maintain accurate records of business expenses?
4. Does the individual demonstrate the qualities of honesty and good judgement?

TASK: Advises customers on garage or parking lot service and insurance rules.

COMPETENCY: The individual can provide customers with relevant information concerning garage or parking lot service and insurance rules.

CRITERIA:

1. Does the individual understand the insurance rules?
2. Does the individual understand the services provided by the garage?
3. Can the individual communicate with garage customers?
4. Can the individual explain to customers facts concerning the garage's services and insurance regulations?

TASK: Balances ammount of cash received against daily receipts and records.

COMPETENCY: The individual can perform fiscal management functions.

CRITERIA:

1. Can the individual accurately count money received?
2. Can the individual accurately reconcile cash received?
3. Can the individual find errors in the receipts or records?
4. Can the individual correct errors in the receipts on records?

TASK: May order gas if garage has operating pumps.

COMPETENCY: The individual can purchase gas for the storage garage.

CRITERIA:

1. Can the individual locate a gasoline distributor?
2. Can the individual prepare a purchase requisition?

187.167-154 THEATER MANAGER (amuse. & rec.) manager, house. Manages theater for stage productions or motion pictures.

TASK:	Coordinates activities of personnel to ensure efficient operation and to promote patronage of theater. Directs workers in making alterations to and repair of building.
COMPETENCY:	The individual can supervise personnel engaged in operating and repairing the theater and in promoting patronage of the theater.
CRITERIA:	1. Can the individual relate positively to theater personnel and contracted workers? 2. Can the individual plan and coordinate work assignments necessary to operate, maintain and promote the theater? 3. Can the individual clearly communicate work assignments to others? 4. Can the individual guide others and facilitate the operation, maintenance and promotion of the theater?
TASK:	Manages financial business of theater.
COMPETENCY:	The individual can perform fiscal management functions for the theater.
CRITERIA:	1. Can the individual prepare accurate records of hours worked? 2. Can the individual maintain accurate records of money received? 3. Can the individual maintain accurate records of business expenses? 4. Does the individual demonstrate qualities of honesty and good judgement?
TASK:	Requisitions or purchases supplies.
COMPETENCY:	The individual will obtain material resources for the theater.
CRITERIA:	1. Can the individual maintain a record of supplies and materials on hand?

2. Can the individual determine the lead time for ordering materials?
3. Can the individual select the appropriate vendor from which to order?
4. Can the individual prepare a purchase order?
5. Can the individual check the vendor's invoice with the purchase invoice?

TASK: Books pictures or stage attractions.

COMPETENCY: The individual can book pictures or stage attractions.

CRITERIA: Can the individual obtain commitments from production companies or distributors for picture or stage show bookings?

167.167-158 TRAVEL AGENCY MANAGER (bus. ser.; ret. tr.). Manages travel agency.

TASK: Directs, coordinates and participates in merchandising travel agency services.

COMPETENCY: The individual can supervise and control the marketing of travel agency services.

CRITERIA:

1. Can the individual identify sources for obtaining market data?
2. Can the individual analyze market data?
3. Can the individual effectively communicate to others market conditions concerning the availability of travel.

TASK: Plans work schedules for employees.

COMPETENCY: The individual will prepare employee work schedules.

CRITERIA:

1. Can the individual assess hours and personnel necessary to operate travel agency?
2. Can the individual realistically assign work loads to employees?
3. Can the individual prepare work schedules?

TASK: Trains employees in advising customers on current traveling conditions, planning customer travel and itineraries, ticketing and booking functions and in calculating costs for transportation and accommodations from current transportation schedules and tariff books and accommodation rate books.

COMPETENCY: The individual will use a staff development plan.

CRITERIA: Does the individual train employees in advising customers on travel procedures and conditions and costs.

TASK: Reconciles sales slips and cash daily.

COMPETENCY: The individual will perform fiscal management functions.

CRITERIA:

1. Can the individual maintain sales records?
2. Can the individual reconcile sales slips and cash?

TASK: Coordinates sales promotion activities, approves advertising copy and travel display work.

COMPETENCY: The individual will direct activities in sales promotion, advertising and display work.

CRITERIA:

1. Does the individual demonstrate leadership qualities?
2. Can the individual plan, control and implement activities in sales promotion advertising and display work?

TASK: Keeps employee records and hires and discharges employees.

COMPETENCY: The individual will obtain, evaluate and allocate personnel.

CRITERIA:

1. Can the individual screen applications?
2. Can the individual interview applicants?
3. Can the individual hire qualified employees?
4. Can the individual handle disciplinary functions?
5. Can the individual maintain employee records?

187.167-162 VEHICLE LEASING AND RENTAL MANAGER (auto. ser.). Manages automobile and truck leasing business.

TASK: Directs and evaluates leasing, sales, advertising and administrative procedures.

COMPETENCY: The individual can supervise and control the leasing, sales, advertising and administrative procedures for the vehicle leasing and rental agency.

CRITERIA:

1. Does the individual understand leasing, sales, advertising and administrative procedures for the leasing and rental agency?
2. Can the individual relate to the agency personnel?
3. Can the individual clearly communicate with the agency personnel?
4. Can the individual demonstrate qualities of leadership?
5. Can the individual supervise the agency personnel ?
6. Can the individual control the leasing, sales, advertising and administrative procedures of the agency?

TASK: Directs and monitors credit of financial accounts.

COMPETENCY: The individual can supervise and control the audit of financial accounts.

CRITERIA:

1. Does the individual understand the financial records?
2. Can the individual exercise honesty and good judgement in reviewing the financial accounts?
3. Can the individual summarize and communicate relevant data to be used in the audit?
4. Can the individual guide others and facilitate the auditing of financial records?

TASK: Visits franchised dealers to stimulate interest in establishment or expansion of leasing program.

COMPETENCY: The individual can encourage the interest of franchised dealers in a vehicle leasing program.

CRITERIA:

1. Does the individual have knowledge of the leasing program?
2. Can the individual demonstrate qualities of a professional salesperson?
3. Can the individual clearly communicate with others?
4. Can the individual guide others and facilitate the expansion of vehicle leasing programs?

167.167-186 RESIDENCE SUPERVISOR (any ind.) adviser; chaperon; cottage parent; house manager. Coordinates variety of activities for residents of boarding school, college fraternity or sorority house, care and treatment institution, children's home or similar establishment.

TASK: Orders supplies and determines need for maintenance, repairs and furnishings.

COMPETENCY: The individual will evaluate, obtain and allocate material resources.

CRITERIA:

1. Can the individual determine the material needs of the residence?
2. Can the individual prepare a purchase order?
3. Does the individual maintain an inventory of resources and needs?

TASK: Assigns rooms, assists in planning recreational activities and supervises work and study programs.

COMPETENCY: The individual will administer routine activities.

CRITERIA:

1. Does the individual demonstrate leadership qualities?
2. Does the individual assist in planning recreational activities and assign rooms?
3. Does the individual supervise work and study programs?

TASK: Counsels residents in identifying and resolving social or other problems.

COMPETENCY: The individual will assume counseling responsibilities.

CRITERIA:

1. Does the individual utilize counseling techniques?
2. Can the individual solve problems?

TASK: Compiles records of daily activities of residents.

COMPETENCY: The individuals will prepare records of resident activities.

CRITERIA: Can the individual collect, analyze and report daily activities of residents.

TASK: Chaperones group-sponsored trips and social functions.

COMPETENCY: The individual will volunteer to supervise trips and social functions.

CRITERIA: Does the individual find pleasure in scheduling trips and social functions?

TASK: Ascertains need for and secures services of physician.

COMPETENCY: The individual will attend to physical and psychological needs of residents.

CRITERIA: Can the individual decide if a physician is needed and then obtain appropriate services?

TASK: Answers telephone and sorts and distributes mail.

COMPETENCY: The individual will perform office activities.

CRITERIA:

1. Does the individual use proper telephone techniques?
2. Does the individual have a plan for sorting and distributing mail?

TASK: May hire and supervise activities of housekeeping personnel.

COMPETENCY: The individual may evaluate, obtain and allocate maintenance personnel.

CRITERIA:

1. Can the individual screen applicants?
2. Can the individual interview applicants?
3. Can the individual employ housekeeping personnel and oversee their activities.

TASK: May plan menus.

COMPETENCY: The individual may perform food service activities.

CRITERIA:

1. Does the individual have basic nutrition knowledge?
2. Can the individual plan nutritious menus?

187.167-198 VETERANS CONTACT REPRESENTATIVE (nonprofit organ.) laison officer; national insurance officer; national service officer, rehabilitation officer; service officer; veterans' claims representative; veterans' counselor; veterans' service officer. Advises and aids veterans or dependents in presenting disability, insurance or pension claims for benefits under Federal, State or local laws.

TASK: Reviews legislation, regulations and precedents and studies veteran's medical report and service history to evaluate and determine validity of claim.

COMPETENCY: The individual will evaluate, analyze and determine the validity of veteran claims.

CRITERIA:

1. Can the individual determine the validity of claims?
2. Is the individual familiar with legislation, regulations and precedents?
3. Does the individual review medical reports?
4. Does the individual base decisions on data collected?

TASK: Prepares claim forms and briefs and assembles pertinent evidence.

COMPETENCY: The individual will prepare forms and briefs and will obtain, evaluate and analyze data.

CRITERIA:

1. Can the individual prepare claim forms and briefs?
2. Does the individual collect pertinent data?
3. Can the individual use data in filing forms and briefs?

TASK: Requests hearing before government board and presents brief.

COMPETENCY: The individual will request hearing before government board and will present brief.

CRITERIA:

1. Does the individual know proper procedure for requesting hearing before government board?
2. Can the individual present a brief?

TASK: Reviews board decision for grounds for appeal.

COMPETENCY: The individual will appraise board decisions.

CRITERIA:

1. Can the individual analyze board decisions?
2. Can the individual determine grounds for appealing case(s)?

TASK: Advices veteran on insurance, vocational and other matters, working in cooperation with Veterans Administration and other agencies.

COMPETENCY: The individual will assist veterans with insurance, vocational guidance and other matters.

CRITERIA:

1. Can the individual relate positively to others?
2. Can the individual communicate effectively?
3. Can the individual work cooperatively with insurance, Veterans Administration and other agencies?

TASK: Prepares bulletins and correspondence to acquaint field representatives with current activities and legislation.

COMPETENCY: The individual will provide written communication for field representatives about current activities and legislation.

CRITERIA:

1. Does the individual effectively communicate with field representatives?
2. Is the individual knowledgeable about current activities and legislation?

TASK: Participates in or initiates civic functions to inform public of services rendered and rights and benefits of veterans and dependents.

COMPETENCY: The individual will perform public relations functions.

CRITERIA:

1. Can the individual develop a public relations program?
2. Does the individual effectively relate and communicate to others?

TASK: May offer technical advice at congressional or other governmental hearings.

COMPETENCY: The individual can provide technical assistance when necessary.

TASK:

1. Is the individual familiar with legislation and regulations pertaining to veterans?
2. Can the individual present technical information and advice at a hearing?

188 PUBLIC ADMINISTRATION MANAGERS AND OFFICIALS

This group includes managerial occupations concerned with federal, state, local and international government activities, such as the legislative, judicial and administrative functions, as well as government owned and operated business enterprises.

188.117-110	HOUSING-MANAGEMENT OFFICER
188.167-010	APPRAISER
188.167-058	OFFICE MANAGER

188.117-110 HOUSING-MANAGEMENT OFFICER (gov. ser.). Directs and coordinates activities concerned with providing advice and technical assistance to housing authorities and evaluating housing management programs.

TASK: Develops policy and standards for guidance of local housing organizations in establishing and maintaining uniformity in operation of housing projects.

Studies operation of housing projects, noting trends and needs and evaluates efficiency of housing programs.

Prepares regulations, procedures and instructions for operation of housing projects based on analysis of operations.

Approves or disapproves requests for waivers to policies, standards and procedures.

Consults with and advises housing personnel of public and private groups concerning needed improvements in housing operations.

Advises and assists managers and staffs of local housing authorities concerning problems and possibilities for improvements.

Leads public meetings and serves on committees to stimulate efforts of national, local and private housing agencies and to emphasize housing needs of military personnel and low-income families.

COMPETENCY: The individual will evaluate housing programs.

CRITERIA:

1. Can the individual collect relevant information concerning the operation of housing projects?
2. Can the individual evaluate the efficiency of housing programs?

COMPETENCY: The individual will coordinate, direct and advise housing authorities.

CRITERIA:

1. Does the individual note trends and needs of housing projects?
2. Can the individual develop standards and policies for the guidance of local housing organizations so that uniformity in operating housing projects is established and maintained?

3. Can the individual prepare regulations, procedures and instructions for operation of housing projects?

4. Can the individual establish procedures and policies for the approval or disapproval of requests for waivers to housing project standards, procedures and policies?

5. Does the individual consult and advise public groups on needed improvements in housing operations?

6. Does the individual consult and advise private groups on needed improvements in housing operations?

7. Does the individual serve on committees and lead public meetings in an effort to stimulate and emphasize housing needs of military personnel, and low-income families on a national, local and private basis?

COMPETENCY: The individual will give technical expertise to housing authorities.

CRITERIA:

1. Can the individual develop standards and policies for the guidance of local housing organizations so that uniformity in operating housing projects is established and maintained?

2. Does the individual assist and advise housing project managers and their staffs on specific problems such as:

    a. Eliminating excessive costs
    b. Improving livability features
    c. Improving maintenance care of dwelling units
    d. Making more effective use of project facilities
    e. Making more effective use of community services
    f. Promoting satisfactory relationships among housing project personnel, tenants, public officials and private agencies

188.167-010 APPRAISER (gov. ser.) deputy assessor. Appraises real and personal property to determine fair value and assesses taxes in accordance with prescribed schedules.

TASK: Inspects property to make property appraisal.

COMPETENCY: The individual will collect and analyze information for appraisal of real property.

CRITERIA:

1. Can the individual collect relevant information about factors affecting real property value such as:
    a. Community socio-economic level
    b. Construction of dwelling
    c. Heated square footage of dwelling
    d. Lot size
    e. Maturity level of neighborhood
    f. Current market value of similar property
    g. Location of property
    h. Building and replacement costs
2. Can the individual analyze the collected information?
3. Does the individual assess implications for a given appraisal problem from the information collected and analyzed?

COMPETENCY: The individual will collect and analyze information for appraisal of personal property.

CRITERIA:

1. Can the individual collect relevant information about factors affecting personal property value such as:
    a. Liquidity value
    b. Current market value of like items
2. Can the individual analyze the collected information?
3. Does the individual assess implications for a given appraisal problem from the information collected and analyzed?

COMPETENCY: The individual will know prescribed property schedules used to determine property value.

CRITERIA:

1. Can the individual select the proper factors which determine current market value?
2. Does the individual use the analysis of information in conjunction with prescribed schedules to determine current market value of real and personal property?

3. Does the individual select the appropriate, prescribed property schedule?

COMPETENCY: The individual will inspect the property

CRITERIA: Can the individual identify structural and environmental factors used in determining current market value?

TASK: Computes amount of tax to be levied, using applicable tax tables, and writes reports of determinations for public record.

COMPETENCY: The individual will compute amount of tax to be levied on appraised property.

CRITERIA: 1. Can the individual determine the current market value of property?

2. Can the individual compute the tax value using the prescribed formula recognized by the authorities in the appraisal field?

COMPETENCY: The individual will write reports of determinations for public record.

CRITERIA: 1. Has the individual used the designated report forms and organization?

2. Can the individual use the legal terms and language necessary.

3. Can the individual write clear and concise reports?

TASK: May interpret laws.

COMPETENCY: The individual can interpret rules and regulations governing real and personal property.

CRITERIA: 1. Can the individual identify laws governing real and personal property?

2. Can the individual understand laws governing real and personal property?

TASK: May formulate policies and direct activities of assessment office.

COMPETENCY: The individual can serve as office manager and direct activities of the appraisal office when necessary.

CRITERIA:

1. Can the individual identify office methods, procedures, policies and standards?
2. Can the individual understand office methods, procedures, policies and standards?
3. Can the individual coordinate and supervise activities and assignments in the office?

188.167-058 OFFICE MANAGER (gov. ser.). Manages local, district or regional office of governmental agency or department to provide public or other individuals with designated services or implement laws, codes, programs or policies prescribed by legislative bodies.

TASK: Reviews official directives and correspondence to ascertain data and its relevance.

COMPETENCY: The individual can analyze and evaluate official directives and correspondence in order to ascertain relevant facts pertaining to the office.

CRITERIA:

1. Can the individual analyze collected information related to a specific office?
2. Can the individual assess implications for a specific office from the information collected and analyzed?

TASK: Confers with subordinate supervisory personnel.

COMPETENCY: The individual can communicate with subordinate personnel.

CRITERIA:

1. Can the individual demonstrate skill in establishing and maintaining open communication?
2. Can the individual communicate clearly and concisely?
3. Can the individual use and adopt language, vocabulary and communication techniques appropriate to the group?
4. Can the individual use effective listening techniques?

TASK: Reads staff reports and records to obtain data.

COMPETENCY: The individual can analyze and evaluate staff reports and records in order to ascertain relevant facts pertaining to the office.

CRITERIA:

1. Can the individual analyze collected information related to a specific office?
2. Can the individual assess implications for a specific office from the information collected and analyzed?

TASK: Plans office activities and work projects.

COMPETENCY: The individual will design plans for office activities and projects appropriate to the needs of the office.

CRITERIA:

1. Can the individual analyze the needs of the office?
2. Does the individual involve appropriate persons in the planning process?
3. Can the individual develop relevant plans that realistically integrates the human, fiscal and material resources of the office?

TASK: Assigns unit supervisory personnel responsibility for carrying out and completing specific projects and duties.

COMPETENCY: The individual can prepare office personnel work assignments for specific projects and duties.

CRITERIA:

1. Can the individual realistically assign work loads to office personnel?
2. Can the individual clearly explain work assignments to office personnel?
3. Can the individual maintain open lines of communication between various office personnel and himself/herself?

TASK: Coordinates activities of various office units in order to provide designated functions or services with minimum delay and optimum efficiency and accuracy.

COMPETENCY: The individual can facilitate the completion of prompt, efficient and accurate work projects and duties of personnel by coordinating activities of the various office units.

CRITERIA:

1. Can the individual relate positively to others?
2. Can the individual clearly communicate to others?
3. Can the individual direct others?
4. Does the individual demonstrate leadership qualities?
5. Can the individual coordinate work assignments necessary to complete designated projects and work?

TASK: Informs supervisory personnel of changes or interpretations of laws, codes, programs, policies and procedures.

Conducts meetings for dissemination of pertinent information.

COMPETENCY: The individual advises and informs supervisory personnel of changes or interpretations of laws, programs, policies or procedures.

CRITERIA:

1. Can the individual collect information concerning laws, codes, programs, policies or procedures?
2. Can the individual interpret the laws, codes, programs, policies or procedures?
3. Can the individual analyze the significance of the laws, codes, programs, policies or procedures?
4. Can the individual clearly disseminate significant data to supervisory personnel and staff by means of one-to-one communication and group meetings?
5. Can the individual advise the supervisory personnel concerning pertinent findings in the laws, codes, programs, policies or procedures?
6. Can the individual maintain open lines of communication with supervisory personnel?

TASK: Trains and evaluates performance of supervisory personnel.

COMPETENCY: The individual can adapt, develop and employ various methods for training and evaluating supervisory personnel.

CRITERIA:

1. Does the individual understand various training methods?
2. Can the individual select and/or modify training methods that will be appropriate for teaching supervisory personnel?
3. Can the individual provide opportunities in which supervisory personnel are motivated to learn work procedures and job skills?
4. Can the individual set relevant criteria or standards for evaluating supervisory personnel?
5. Can the individual compare standards with actual performance of supervisory personnel?

6. Can the individual draw conclusions from performance report evaluation?

7. Can the individual provide the supervisory personnel with adequate feedback concerning the evaluation results?

8. Can the individual involve supervisory personnel so that they assume increasing responsibility for updating and improving skills and continued professional growth?

TASK: Reviews performance reports prepared on staff.

COMPETENCY: The individual can evaluate performance reports of personnel staff.

CRITERIA:

1. Can the individual set criteria or standards for evaluating performance reports?

2. Can the individual compare standards to actual performance of staff?

3. Can the individual draw conclusions from the performance report evaluations?

TASK: Prepares reports on office activities required by agencies.

COMPETENCY: The individual can prepare reports on office activities.

CRITERIA:

1. Can the individual maintain accurate reports on office activities?

2. Can the individual summarize data collected in office records?

3. Can the individual prepare reports on office activities based on collected data?

189 MISCELLANEOUS MANAGERS AND OFFICIALS

(Not elsewhere classified)

This group includes miscellaneous managers and officials, not elsewhere classified.

189.167-018	MANAGEMENT TRAINEE
189.167-022	DEPARTMENT MANAGER

189.167-018 MANAGEMENT TRAINEE (any ind.). Performs assigned duties, under close direction of experienced personnel, to gain knowledge and experience required for promotion to management positions.

TASK:	Receives training and performs duties to become familiar with functions, operations, management viewpoints and policies.
	Observes and studies techniques and traits of experienced workers in order to acquire knowledge of methods, procedures and standards required for performance of departmental duties.
	Trains in functions and operations of related or allied departments to facilitate transferability between departments and to provide greater promotional opportunities.
COMPETENCY:	The individual can observe, accept, perform and adapt to duties in various related or allied departments in order to acquire knowledge of managerial and departmental methods, procedures, policies and standards and interrelationships and facilitate transferability and promotional opportunities.
CRITERIA:	1. Can the individual identify managerial and departmental methods, procedures, policies and standards? 2. Can the individual understand managerial and departmental methods, procedures, policies and standards? 3. Can the individual apply managerial and departmental methods, procedures, policies and standards to a given situation? 4. Can the individual perform in a responsible, ethical and professional manner? 5. Can the individual analyze interrelationships between various departments?

189.167-022 DEPARTMENT MANAGER (any ind.) department head, superintendent. Directs and coordinates, through subordinate supervisory personnel, departmental activities and functions in commercial, industrial or service establishment, utilizing knowledge of department functions and company policies, standards and practices.

TASK: Reviews and analyzes reports, records and directives and confers with supervisory personnel to obtain data required for planning department activities.

COMPETENCY: The individual can assess material and confer with supervisory personnel in order to obtain pertinent data for planning department activities.

CRITERIA:

1. Can the individual collect relevant reports, records and directives?
2. Can the individual review and analyze given reports, records and directives?
3. Can the individual clearly communicate with supervisory personnel to obtain relevant data?
4. Can the individual compile pertinent data obtained from various sources?
5. Can the individual prepare a realistic, logical and flexible plan of work based on the compiled data?

TASK: Assigns or delegates responsibility for work and dissemination of policy to personnel.

Gives work directions.

COMPETENCY: The individual can organize department personnel into a complete and functioning whole.

CRITERIA:

1. Can the individual analyze a given plan of work to identify type of work and activities required?
2. Can the individual determine the interest and skills of the department's personnel?
3. Can the individual allocate work assignments based on the abilities, interest and needs of the department's personnel?
4. Can the individual clearly communicate work assignments to others?

5. Can the individual disseminate pertinent data to appropriate personnel?

6. Can the individual guide others and facilitate the accurate and efficient completion of work assignments and activities?

7. Can the individual delegate responsibility to personnel for specific tasks?

TASK: Resolves problems.

COMPETENCY: The individual can identify a problem and realistically obtain and evaluate information to solve the problem.

CRITERIA: 1. Can the individual perceive a problem?

2. Can the individual collect relevant data concerning the problem?

3. Can the individual realistically evaluate the problem?

TASK: Prepares work schedules.

Sets deadlines.

COMPETENCY: The individual can formulate a work schedule and set deadlines for a given work assignment or project.

CRITERIA: 1. Can the individual analyze a given work assignment to ascertain the necessary tasks and skills needed to complete the assignment?

2. Can the individual match needed skills for a given job with the skills and interests of the employees?

3. Can the individual analyze the relationships of the tasks involved?

4. Can the individual coordinate the flow of work among the employees?

5. Can the individual prepare a realistic, harmonious work schedule?

6. Can the individual set realistic deadlines for the completion of various tasks?

TASK: Coordinates activities of department with inter-related activities of other departments.

COMPETENCY: The individual can coordinate departmental activities with inter-related activities of other departments.

CRITERIA:

1. Can the individual analyze the activities of various departments?
2. Can the individual cooperatively plan with other departments for the coordination of activities among departments?

TASK: Prepares reports and records on departmental activities for management.

COMPETENCY: The individual can prepare reports and records on departmental activities for management.

CRITERIA:

1. Can the individual obtain departmental data for managerial reports and records?
2. Can the individual compile departmental data?
3. Can the individual draft reports and records based on departmental data?
4. Can the individual use and report the results of the data on departmental activities for managerial purposes?

TASK: Evaluates current procedures and practices for accomplishing activities and functions of department to develop and implement alternate methods designed for improvement of work.

COMPETENCY: The individual can evaluate existing department procedures and practices and retain, modify or delete these methods or initiate appropriate new methods.

CRITERIA:

1. Can the individual, in cooperation with other personnel, identify the strengths and weaknesses of departmental procedures in relation to work accomplishments?
2. Can the individual analyze the evaluative data?
3. Can the individual obtain support for changes in departmental procedure?
4. Can the individual decide in cooperation with other personnel whether to retain, modify or delete the existing departmental procedures or initiate new procedures?

191 AGENTS AND APPRAISERS

(Not elsewhere classified)

This group includes occupations, not elsewhere classified, concerned with representing clients in business operations; and determining value, quantity or quality of a product, property or object. Included are those classified in one group as both agents and appraisers.

191.117-014 BOOKING MANAGER

191.117-014 BOOKING MANAGER (amuse. & rec.) booker; booking agent. Books performers, theatrical or ballet productions, variety or nightclub acts, concert or lecture series, trade shows or other popular or classical attractions for entertainment in various establishments, as theaters, showplaces, clubs or halls.

TASK: Schedules attractions for season.

Negotiates with booking representatives or producers of attractions to arrange terms of contract, play dates and fees to be paid for engagements.

Auditions new talent.

Arranges for billing in accordance with contract agreement.

Books motion pictures for exhibit into theater chains or independent houses.

Selects and rents pictures to be exhibited on basis of potential box office sales, cast of players, advertising allotment allowed by distributor and similar factors.

COMPETENCY: The individual will book performers, theatrical or ballet productions, variety or nightclub acts, concert or lecture series, trade shows or other popular or classical attractions for entertainment in various establishments such as theaters, showplaces, clubs or halls.

CRITERIA:

1. Does the individual schedule attactions: (a) according to season, (b) considering such factors as entertainment policy, budget and preference of patrons.

2. Can the individual negotiate with booking representatives or producers of attractions in order to arrange terms of contract, dates and fees to be paid for engagement?

3. Can the individual audition new talent?

4. Does the individual arrange for billing in accordance with contractual agreements?

COMPETENCY: The individual will book motion pictures into theater chains or independent houses.

CRITERIA: Does the individual select and rent pictures on the basis of potential box office sales, cost factors, advertising allotment by distributor or other factors?

The Business Programs Curriculum Advisory Committee designed and recommended a core of business, data processing and economic subject areas to be required of all business students in community college and technical institute and college business programs. Subjects in the area of general business administration were also recommended. Based on task survey results and the competencies developed, the Business Administration Working Committee agreed with these recommendations.

A list of subject areas recommended, a curriculum model and course descriptions are included on the following pages.

BUSINESS ADMINISTRATION CURRICULUM

Subject Area	Quarter Credit Hours
BUSINESS, DATA PROCESSING AND ECONOMIC CORE	
Accounting	8-15
*Data Processing Systems	4
Economics	6-10
Introductory Business	3-5
Law	6-10
Machines	3
Management Principles	3-5
Mathematics	5
Typewriting (Type 30 wpm, student may eliminate course.)	3-4
GENERAL BUSINESS ADMINISTRATION	
Business Administration Applications	3-8
Credit Procedures	3-5
Finance	3-6
Insurance	3-5
Labor Economics	3-5
Labor Law	3-5
Management (Office, Personnel)	6-10
Marketing	3-5
Money and Banking	3-5
Supervision	3-5
Taxes	4-10
GENERAL EDUCATION	
English (Communication skills)	12
Psychology	3-4
Sociology	3-4
Social Science	3-4

*A computer language course(s) may also be included in the business administration program. Integration of data processing in management and other business courses is recommended.

CURRICULUM MODEL FOR

BUSINESS ADMINISTRATION

T-018

Course Number and Title	Hours Per Week		Quarter Hour Credits
	Lecture	Lab	
FIRST QUARTER			
BUS 101 Introduction to Business	3	2	4
BUS 109 Business Mathematics	5	0	5
BUS 110 Office Machines I	2	2	3
ECO 102 Economics I	3	0	3
ENG 101 Grammar	3	0	3
	16	4	18
SECOND QUARTER			
BUS 115 Business Law I	3	0	3
BUS 120 Accounting I	3	2	4
BUS 123 Business Finance I	3	0	3
ECO 104 Economics II	3	0	3
ENG 102 Composition	3	0	3
	15	2	16
THIRD QUARTER			
BUS 116 Business Law II	3	0	3
BUS 121 Accounting II	3	2	4
BUS 124 Business Finance II	3	0	3
EDP 104 Survey of Data Processing Systems	3	2	4
ENG 103 Report Writing	3	0	3
	15	4	17
FOURTH QUARTER			
BUS 229 Taxes I	3	2	4
BUS 235 Principles of Management	5	0	5
DMK 120 Marketing	5	0	5
ECO 201 Labor Economics: Trends and Issues	3	0	3
ENG 204 Oral Communication	3	0	3
	19	2	20

Course Number and Title	Hours Per Week Lecture	 Lab	Quarter Hour Credits
FIFTH QUARTER			
BUS 195 Small Business Operations	3	0	3
BUS 219 Credit Procedures and Problems	3	0	3
BUS 247 Fundamentals of Risk and Insurance	3	0	3
BUS 274 Labor Law: Employer/Employee Relationships	3	0	3
ENG 206 Business Communication	3	0	3
SOC 215 Interpersonal Relationships and Communications	3	0	3
	18	0	18
SIXTH QUARTER			
BUS 233 Personnel Management	3	0	3
BUS 271 Office Management	3	0	3
BUS 272 Principles of Supervision	3	0	3
BUS 276 Money and Banking	3	0	3
PSY 231 Personal Development	3	0	3
ECO 108 Consumer Economics	3	0	3
	18	0	18
SEVENTH QUARTER			
BUS 295 Business Administration Applications	1	40	5
TOTALS	102	52	112

This curriculum model does not include typewriting. Some colleges require typewriting, others recommend typewriting as an elective. Electives are included in the model. The data processing concept - language or integration of data processing with courses - is recommended.

TECHNICAL COURSE DESCRIPTIONS

BUS 109
BUSINESS MATHEMATICS 5 0 5

This course was designed to provide a review of the fundamentals of arithmetic and their practical application to business problems in the processes of trading, operating, ownership, financing, investing, summarizing and analyzing. Topics covered include cash and trade discounts, markup, interest, taxes and pertinent uses of mathematics in business and industry.

BUS 115
BUSINESS LAW I 3 0 3

This course is designed for students who need an understanding of substantive business law. The student will be able to define business law terminology and state involvement of business law in the following areas: nature and source of our legal system, contracts, sales, commercial papers, bailments and agency.

BUS 116
BUSINESS LAW II 3 0 3

This course is designed for students who need an understanding of substantive business law. The student will be able to define business law terminology and state involvement of business law in the following areas: the legal considerations of partnerships, corporations, bankruptcy and real property.

BUS 123
BUSINESS FINANCE I 3 0 3

The student will study and be able to understand the financing of business organizations. The financing of business units such as sole proprietorship, partnership, corporation and trust will be analyzed. Topics include: types of capital, short-term and long-tern financing, methods of determining capital, use of leverage and management of the firms's capital structure.

BUS 124
BUSINESS FINANCE II 3 0 3

The student will study and be able to understand the financing of federal, state and local government and its impact on the economy. Emphasis is on factors influencing supply of funds and monetary and credit policies. Other areas of study include: financial planning, financial analysis, capital budgeting, mergers, readjustment and bankruptcy.

BUS 195
SMALL BUSINESS OPERATIONS 3 0 3

The student will be introduced to the operations of a small business. This course is designed to help the prospective owner of a small business plan, organize and finance a business; prepare budgets and forecasts; recruit, select and train employees and market a product or service.

BUS 219
CREDIT PROCEDURES AND PROBLEMS 3 0 3

The student will be able to describe and discuss principles and practices in the extension of credit; classes of credit; credit instruments; consumer credit and current collections methods and procedures and federal, state and local credit regulations.

BUS 229
TAXES I 3 2 4

The student will study current federal and state income tax laws and apply the appropriate methods and laws in preparing individual income tax returns. Emphasis is on fundamentals of tax preparation; individual income tax returns; business, corporate and miscellaneous tax returns and introduction to audit and appeals procedures.

BUS 233
PERSONNEL MANAGEMENT 3 0 3

This course is designed to provide students with a current view of the relationship of human resources management within the work environment. It permits acquisition of a working familiarity with key concepts and processes such as employment legislation, approaches to employer-employee problems and the development of organizations for higher productivity. Additionally, the course promotes an understanding of methods to better work relationships between the employee and the employer.

BUS 235
PRINCIPLES OF MANAGEMENT 5 0 5

This course is designed to provide information about the major functions of management and the skills that lead to managerial success in business and industry through study of planning, organizing, directing and controlling of activities in an organization.

BUS 247
FUNDAMENTALS OF RISK AND INSURANCE 3 0 3

The student will investigate the basic fundamentals of risk insurance and its application. Topics include: insuring techniques and devices and insuring organizations and their functions. This course is designed for the individual who will be a purchaser of insurance, and as a foundation course for the individual wanting additional study in insurance.

BUS 272
PRINCIPLES OF SUPERVISION 3 0 3

This course is designed for present and prospective supervisors, who have the need and desire to participate in learning activities that will assist the participants in becoming more effective supervisors.

The student will study organizational goals and objectives; training and instructional techniques; evaluation and counseling; delegation, planning and organizing and problem solving.

Successful completion of this course should provide the student with a better understanding of various techniques which can be used to improve effectiveness as a supervisor.

BUS 274
LABOR LAW: EMPLOYEE/EMPLOYER RELATIONSHIPS 3 0 3

The student will be knowledgeable of the history of the labor movement in the United States. Emphasis will be on legislation affecting employee/employer relationships such as wage and hour laws, child labor laws, Occupational Safety and Hazard Act (OSHA) and National Labor Relation Board (NLRB) rules and regulations.

BUS 276
MONEY AND BANKING 3 0 3

The student will be knowledgeable of the basic economic principles most closely related to money and banking. Emphasis is on practical application of the economics of money and banking to the individual bank. Some of the topics covered include structure of the commercial banking system; the nature and functions of money; banks and the money supply; cash assets and liquidity management; bank investments, loans, earnings and capital; the Federal Reserve System and its policies and operations; and Treasury Department operations and the changing international monetary system.

ECO 102
ECONOMICS I 3 0 3

This course is specifically designed to create an awareness of the economic decisions that are made daily by individuals and groups in society. Emphasis is primarily on general economics for citizenship; and generally on politics, history and sociology. *The course provides a foundation for further study in economics but is also designed for the student who may not have another economics course.*

ECO 104
ECONOMICS II 3 0 3

The student will study in more detail the principles of economics, and will have knowledge of areas such as: the composition and pricing of national output, distribution of income, international trade and finance and current economic problems.

ECO 201
LABOR ECONOMICS: TRENDS & ISSUES 3 0 3

The student will study the past, present and future economics of the labor market. Emphasis will be on the history of the labor movement in the United States, the development of methods and strategies by labor organizations and management on the factors of income and economic security. Topics include: nature of labor, supply and demand for labor, legislation affecting labor-management relationships, labor union structure and government.

COOPERATIVE EDUCATION/INTERNSHIP

BUS 295
BUSINESS ADMINISTRATION APPLICATIONS

Class w/LAB per course	1	6	3
WK/E per course w/class	1	40	5
WK/E per course wo/class	0	40	4

The student will develop occupational competencies through experience and practice in a simulated classroom laboratory or through on-the-job experience in a work program and will be given opportunities to apply knowledge acquired in previous business administration studies. The student will be supervised and coordinated by the instructor and/or employer. The student will participate in learning activities and problem-solving activities relating to middle-management. *Prerequisite:* Completion of all course requirements.

RELATED COURSE DESCRIPTIONS

BUS 101 3 2 4
INTRODUCTION TO BUSINESS

A survey of the business world that introduces the student to the history of United States business, organization and administration, production, accounting, statistics, management, marketing, finance and business law.

BUS 110 2 2 3
OFFICE MACHINES I

The student will be introduced to machines currently being used in business and industry. The student will receive training in the basic principles, operating procedures and business applications of machines such as the ten-key adding machine, the electronic calculator (printing and display), the printing calculator and the full keyboard adding machine. Primary emphasis is on mastery of the touch system for all ten-key machines, with extensive coverage of electronic calculators.

BUS 120 3 2 4
ACCOUNTING I

The student will apply the basic functions, techniques, principles and concepts of accounting. Emphasis is on business transactions and their effect on the accounting equation; debits and credits in double-entry accounting; selecting and recording financial data in journals and ledgers; preparing work sheets; balance sheets and income statements and introduction to the basic concepts of internal control.

BUS 121 3 2 4
ACCOUNTING II

A second course in the basic principles and concepts of accounting. Emphasis is on determining merchandise inventory, identifying inventory systems, adjusting for deferrals and accruals, accounting for property taxes and operating a payroll system.

DMK 120 5 0 5
MARKETING

The student will study problems of and be able to apply principles of marketing goods and services in a free enterprise economy. Emphasis is on product selection and development, promotion, channels of distribution and pricing.

EDP 104* 3 2 4
SURVEY OF DATA PROCESSING SYSTEMS

The student will develop a basic knowledge of the fundamental concepts and operational principles of data processing systems. Topics covered include: history of data processing, operating characteristics of computers, data processing terminology and the role of computers in business and industry. *(This course is a prerequisite for all programming courses.)*

ENG 206 3 0 3
BUSINESS COMMUNICATION

The course is designed to develop skill in writing business communication. Emphasis is placed on the types of business communication - response and reply letters, sales letters, credit letters, application letters, interoffice memorandums, minutes of meetings, etc. - used in business and industry.

PSY 231 3 0 3
PERSONAL DEVELOPMENT

This course is designed to help the student look and feel more attractive and to complement development in other meaningful areas. Areas of study include physical control and visual poise; personal grooming and make-up application (women only), wardrobe selection; communication skills; social and business etiquette; techniques for getting a job; handling a job efficiently and relating to employers and coworkers.

SOC 215 3 0 3
INTERPERSONAL RELATIONSHIPS AND COMMUNICATIONS

A basic course dealing with interpersonal and communication skills utilized in helping relationships. Examination is made of barriers which prohibit communication and hamper the helping process. The student will learn techniques of interviewing for specific purposes and acquire basic abilities in working with people.

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*A computer language course(s) may also be included in the business administration program. Integration of data processing in management and business courses is recommended.

GENERAL EDUCATION COURSE DESCRIPTIONS

ENG 101 3 0 3
GRAMMAR

Designed to aid the student in the improvement of self-expression through writing. Emphasis is on grammar, diction, sentence structure, punctuation and spelling. It is intended to stimulate students in applying the basic principles of English grammar in their day-to-day situations in industry and social life.

ENG 102 3 0 3
COMPOSITION

English Composition is designed to aid the student in improvement of self-expression by means of practical application in business and technical writing. Emphasis is on writing sentences, paragraphs and compositions.

ENG 103 3 0 3
REPORT WRITING

The fundamentals of English are utilized as a background for the organization and techniques of modern report writing. Exercises in developing typical reports, using writing techniques and graphic devices are completed by the students. Practical application in the preparation of a full-length report is required of each student at the end of the term. The report must relate to the student's specific curriculum.

ENG 204 3 0 3
ORAL COMMUNICATION

The principals, techniques and practical applications of communicating the thoughts and personality through the voice and visible action of the individual to one or more persons for the purpose of achieving a previously determined response. Areas covered vary according to class needs, but in general, include: basic concepts, nonverbal and verbal language, vocal usage, speech preparation (analyzing audience and occasion, determining purpose, selecting and narrowing subject, gathering and organizing material, wording and practicing aloud) and effective listening.

HEA 101 2 0 2
PERSONAL HYGIENE AND HEALTH

The student will study influences on physical and mental health, individual practices which aid in maintaining good physical and mental health throughout the life span.

PSY 102 5 0 5
GENERAL PSYCHOLOGY

The student will study various fields of psychology - the developmental process, motivation, emotion, frustration and adjustment, mental health, attention and perception, problems of group living, etc. Attention is given to application of these topics to problems of study, self-understandi[illegible]d adjustment to the demands of society.

SOC 1[illegible] 5 0 5
INTRODU[illegible]ION TO SOCIOLOGY (Principles)

The student will be given a general survey of the field of sociology. Topics the student studies include: an examination of major sociological concepts of the disciplines; differentiation of sociology from other disciplines; and a survey of such substantive topics as culture, personality, social stratification, institutions, community, social change, collective behavior, social problems, and other major areas of sociological concern.

ELECTIVE COURSE DESCRIPTIONS

Business

BUS 248 — 3 0 3
BUSINESS INVESTMENTS

Presentation of the historical evolution of investment principles and a logical presentation of present day investment principles and investment analysis.

Real Estate

BUS 162 — 5 0 5
FUNDAMENTALS OF REAL ESTATE I

This introductory course is one of two courses designed to introduce students to the real estate industry and to meet the educational requirements of the North Carolina Real Estate Licensing Board for admission to the real estate broker licensing examination. The student will study fundamental principles and theories of real estate. Topics covered include terminology, North Carolina's Licensing Law, organizational structure, brokerage, contracts, leases and ownership.

BUS 163 — 5 0 5
FUNDAMENTALS OF REAL ESTATE II

This introductory course is a continuation of BUS 162, Fundamentals of Real Estate I. The student will study theory and practice of real estate. Topics discussed include fundamental operation of real estate, the real estate industry and its relationship to financing, appraising and law, listing and closing of real estate and building construction. Upon completion of this course, the student will have met the educational requirements of the North Carolina Real Estate Licensing Board for admission to the real estate broker licensing examination.

Marketing/Distribution

DMK 132 — 3 2 4
SALES DEVELOPMENT

The student will be able to apply selling principles through preparation for and demonstration of a sale.

DMK 243 3 2 4
ADVERTISING

The student will study and learn to apply the methods and techniques used by advertising personnel and agencies in persuading the public to buy. Topics covered include market research, selection of media and evaluation and testing of advertising effectiveness. Theory and practice in writing and designing advertising copy is included.

Secretarial Science

BUS 102 2 3 3
TYPEWRITING I

The student will be introduced to the touch typewriting system and will learn to use proper typing techniques, master the keyboard, type personal letters and postal cards and be able to tabulate. Upon completion of the course the student will be able to type 30 words per minute for three minutes.

BUS 103 2 3 3
TYPEWRITING II

The student will develop speed and accuracy in typing with further mastery of correct typewriting techniques. These skills and techniques will be applied in tabulation, manuscript and correspondence. Upon completion of the course, the student will be able to type a minimum of 40 words per minute for five minutes.

BUS 112 2 2 3
RECORDS MANAGEMENT

The student will be able to apply the fundamentals of indexing and filing and realize the importance of filing as a basic tool of management. Theory and practice will be combined by the use of miniature letters, filing boxes and guides. Topics include alphabetic, numeric, geographic, subject and subject-decimal filing systems.

BUS 183 2 2 3
BUSINESS TERMINOLOGY AND VOCABULARY

The student will develop proficiency in spelling, definitions, word usage, terminology and use of the dictionary as used in business, technical and professional offices.

BUS 214 3 0 3
OFFICE PROCEDURES

Designed to acquaint the student with the responsibilities encountered by an office worker in today's office. Some responsibilities discussed include: receptionist duties, handling the mail, telephone techniques, travel information, office records, purchasing of supplies, office organization and job applications.

BUS 271 3 0 3
OFFICE MANAGEMENT

The student will study and apply the fundamental principles and practices of office management. Emphasis is on the role of office management, including functions, office automation, planning, controlling, organizing and making judgments and decisions based on the nature and size of the business and experience of the manager.

BUS 273
WORD PROCESSING (Introductory) 3 0 3

The student will be provided a thorough background of word processing concepts and skills for both administrative and correspondence positions.

Social Science

ECO 108 3 0 3
CONSUMER ECONOMICS

Designed to help individuals use resources of time, energy and money to get the most out of life. This course provides an opportunity to build useful skills in buying, managing finances, increasing resources and understanding better the economic system.

POL 201 3 0 3
UNITED STATES GOVERNMENT

A study of government with emphasis on basic concepts, structure, powers, procedures and problems.

SOC 207 3 0 3
RURAL SOCIETY

A study of selected elements of rural sociology with emphasis on current social changes. The course provides a sociological background for the understanding of rural social changes. Areas of study include rural culture, group relationships, social classes, rural and suburban communities, farm organizations, the communication of agricultural technology, rural social problems, agriculture adjustment and population change.

SOC 211 3 0 3
MARRIAGE AND FAMILY

This course is designed to aid the student in understanding marriage and family living. The student will study marriage and family relationships and the role families play in the development of children.

SSC 201 3 0 3
SOCIAL SCIENCE

An integrated course in the social sciences, drawing from the fields of anthropology, psychology, history and sociology.

SSC 202 3 0 3
SOCIAL SCIENCE

A further study of social sciences with emphasis on economics, political science and social problems as they relate to the individual.

SSC 205 3 0 3
AMERICAN INSTITUTIONS

A study of the effect of American social, economic and political institutions upon the individual as a citizen and as a worker. The course dwells upon current local, national and global problems viewed in the light of our political and economic heritage.

CHAPTER IV

PROGRAM IMPLEMENTATION AND SUPPORT

Curriculum Advisory Committee

As in any community college, technical institute or technical college program, the success of the business administration program depends significantly on the formal and informal support of advisory committees. Therefore, when a community college, technical institute or technical college considers the possibility of initiating a business administration program, the chief administrator should appoint the advisory committee to assist in its development.

The committee should consist of representatives from business and industry, educators from secondary and postsecondary business programs, graduates of the business administration programs and ad hoc representatives from the state department of education and related state agencies. Committee members should be appointed on a rotating basis so that the committee duty will not become a burden to any individual member. Rotating memberships will also give other interested people an opportunity to serve. The average committee usually consists of twelve to twenty members.

The business administration curriculum advisory committee will not only provide support for the program but should be able to provide assistance and information to program coordinators concerning job opportunities, curriculum, equipment and facilities. The committee could also provide assistance in recruiting students and instructors. The duties and responsibilities of the committee should be clearly stated and understood so that maximum service can be rendered. The committee should act in a consultative capacity and should be responsible for making recommendations and suggestions to the individual(s) within the institution who can act upon the advice offered.

The Faculty

Formal qualification of faculty members by the Department of Community Colleges is not required. However, the State Board of Education and the Department do recommend that faculty members possess knowledge of the nature and role of the Community College System and the comprehensive institution(s), the ability to work with the students attending the institution(s) and the willingness to innovate and/or be flexible to meet the needs of the student(s) and community.

The teaching load of the business administration instructor should be consistent with the teaching load of other instructors in other curriculum areas in the institution. Factors to be considered in making load determination should include: (1) class contact hours, (2) number of preparations, (3) student loads, (4) committee assignments, (5) departmental responsibilities and (6) other special duties. A full-time load is usually considered to be from 12 to 25 contact hours per week.

The faculty member should be able to carry out the objectives of the program and to plan, implement and evaluate learning experiences essential to the program. The faculty member should also be able to assist counselors and other administrative personnel in counseling students, work with individuals and organizations within the community and, through research, continuing education and/or professional organizations be aware of the changes developing in business and industry.

Facilities and Equipment

At least one laboratory-classroom with equipment for demonstration and laboratory practice is needed. Additional laboratory space may be needed if simulation is used in the program. The room(s) should be available for student practice at other times other than formal laboratory periods.

Features which would facilitate the program include a video-tape system for taping and replaying sessions. When students are placed in work stations in local companies, appropriate facilities would be necessary there.

The amount and kind of equipment needed for the program will depend on the instructional process utilized by each instructor in a course. When funds are available, institutions may choose to design and equip a simulated office.

Textbooks, References and Visual Aids

Textbooks, references and visual aids for teaching any subject area must be reviewed constantly and updated or supplemented based on new knowledge in the field and the results of research in teaching methods and developing concepts.

Preparation for teaching any course in the curriculum requires the instructor to become familiar with texts, references and audiovisual aids available. By using these techniques the instructor will then be able to select materials that best meet the particular needs of the student and that will best promote an interesting, high-level, technical presentation to the student.

The Library

Part of the strength of any program is indicated by the quality of its library. Characteristics of a quality library include qualifications of the librarian; the facilities; the quality, quantity and relevancy of content and the staffing and organization. Library facilities should be readily accessible to both full-time and part-time students and faculty; not only during instructional hours but for hours beyond regular instructional hours. The library should contain up-to-date books, periodicals and other reference materials related to the business administration program.

Business instructors and students should be involved in selecting materials for the library and/or approving reference materials for the business technical and related courses.

Students should learn to use the library; therefore, instruction should involve the students in library work, both to develop the habit of using the library as a learning tool and to help foster a professional attitude which regards libraries as a resource for research endeavors.

Professional Associations and Organizations

Business or related associations are an important source of instructional materials and other benefits for faculty members and students. Such associations provide information on publications, reports, new concepts, processes, techniques and equipment available in business and industry. These associations can also provide support in investigating the need for a program, in promoting the program, in providing work experience for students and in placement of graduates. Associations may also supply resource people to speak to classes, to host student groups on field trips or for individual student projects.

Instructors should be encouraged to work closely with these associations and to become active or ad hoc members if possible. Membership will enable them to learn quickly of developments in the business and education field and to become acquainted with persons in the community who are most active in these fields. Early in their studies, students should become aware of these associations and the resources they offer. They should also be encouraged to join those who offer affiliate memberships.

BIBLIOGRAPHY

1. Management and Related Books

Albers, Henry H. Management: The Basic Concepts. New York: John Wiley & Sons, Inc., Current Edition.

Backman, Jules (ed.). Business Problems of the Eighties. Indianapolis: Bobbs-Merrill Educational Publishing, Current Edition (International Telephone and Telegraph Corporation [ITT]: The ITT Key Issues Lecture Series).

Chruden, Herbert J. and Arthur W. Sherman, Jr. Personnel Management. Cincinnati: South-Western Publishing Co., Current Edition.

Drucker, Peter F. Management: Tasks, Responsibilities, Practices. New York: Harper & Row Publishing, Current Edition.

________. The Practice of Management. New York: Harper & Row Publishing, Current Edition.

Hampton, David R. Contemporary Management. New York: McGraw-Hill Book Co., Current Edition.

Koontz, Harold and Cyril O'Donnell. Essentials of Management. New York: McGraw-Hill Book Co., Current Edition.

Kuzmits, Frank E. (ed.). Leadership in a Dynamic Society. Indianapolis: Bobbs-Merrill Educational Publishing, Current Edition (International Telephone and Telegraph Corporation [ITT]: The ITT Key Issues Lecture Series).

Neuner, John J. W. and others. Administrative Office Management. Cincinnati: South-Western Publishing Co., Current Edition.

Richards, Max D. Readings in Management. Cincinnati: South-Western Publishing Co., Current Edition.

Riggs, James L. and others. Industrial Organization and Management. New York: McGraw-Hill Book Co., Current Edition.

Sisk, Henry L. Management and Organization. Cincinnati: South-Western Publishing Co., Current Edition.

2. Periodicals

Brunson, Evelyn V. "In Support of Competency-Based Education, " Business Education World, LV (May-June, 1975), 7-8, 29.

A "pep-talk" article on competency-based education. Views of proponents and opponents of competency-based education are given and the positions analyzed.

Hand, Betsy. "Task Analysis in Developing Performance Objectives," Business Education Forum, XXIX (May, 1975), 12-13.

This article presents a procedure for conducting task analysis. The explanation of task analysis and the Task Analysis Outline were written for use in the training phase of the federally funded Curriculum Development and Computerized Evaluation (CDCE) project at the Metropolitan School District of Washington Township, Indianapolis, Indiana.

Harwood, R. Frank. "Can This Business Profile Help You?" The Journal of Business Education, LI (November, 1975), 75-77.

This article presents a business profile based on the author's study, "Business Occupational Profiles in an Agricultural Economy" (University of Mississippi). Characteristic profile activities, duties, knowledges, skills and understandings were derived from accountants-bookkeepers, office and sales clerks, secretaries-stenographers and administrators/management trainees. Study was based on offering information for analyzing instructors' ideas to improve services to meet students' needs.

Lee, Delene W. "Using Task Analysis to Develop Performance Goals," Business Education Forum, XXX (January, 1976), 15-16.

This article discusses the need for developing performance objectives based on task analyses and the benefits to instructors, students and employers. Discussion of the Vocational-Technical Education Consortium of States (V-TECS) and its role in preparing performance objectives is also included.

Popham, Estelle L. "Making Business Education Meaningful with a Competency-Based Curriculum," Business Education World, LV (May-June, 1975) 5-6, 29.

Several questions are asked and remarks to each given. What is competency-based education? What can be done to ensure that a curriculum is competency-based? How are performance goals expressed? How can instructors be sure goals are met by students? Remarks on implementation of competency-based education and how it works and what it involves are also given.

"Review of Research on Individualized Instruction," Business Education Forum, XXX (January, 1976), 29-37.

The author of this section of the Business Education Forum reviewed the research related to individualized instruction over the past five to ten years and reported a representative sample of the findings. Their accounts are based on findings reported in dissertation abstracts and various business and economic education periodicals. The individualized instruction courses include: (1) typewriting, (2) shorthand, (3) bookkeeping, (4) accounting, (5) business mathematics, (6) economics, (7) business communications and (8) basic business.

Schatz, Anne E. "Open Classroom for Business Careers," The Journal of Business Education, LI (November, 1975), 78-79.
A description of Mt. San Jacinto College's (San Jacinto, CA 92383) Open Classroom Concept. In 1973, the Business Careers Department incorporated into one program the features of prescriptive education, learning to mastery, program needs assessment, partial credit and open entry/exit.

Administrative Management, Geyer-McAllister Publications, Inc., 51 Madison Avenue, New York, NY 10010, (212) 689-4411. (Published monthly.)

American Economic Review, 1313-21 Avenue, S, Nashville, TN 37212. (Published quarterly.)

The Balance Sheet, South-Western Publishing Co., 5101 Madison Road, Cincinnati, OH 45227. (Published monthly, September - May.)

Business Education Forum, Official Publication of the National Business Education Association, 1906 Association Drive, Reston, VA 22091, (703) 860-0213. (Published monthly, October - May.)

Business Education World, Gregg/McGraw-Hill, Inc., Peachtree Corners Business Park, P. O. Box 996, 6755 Jimmy Carter Boulevard, NW, Norcross, GA 30091. (Published five times each school year.)

Business Week, McGraw-Hill, Inc., McGraw-Hill Building, 1221 Avenue of the Americas, New York, NY 10020. (Published weekly, except for one issue in January.)

Change, UMI, NBW Tower, New Rochelle, NY 10801. (Published monthly.)

Collegiate News and Views, South-Western Publishing Co., The College and University Department, 5101 Madison Road, Cincinnati, OH 45227. (Published in the Fall, Winter and Spring.)

Data Processor, Data Processing Division, International Business Machines Corporation, 1133 Westchester Avenue, White Plains, NY 10604. (Published monthly.)

Dartnell's Business (Current year): Management Strategies for the Small and Mid-sized Companies, Dartnell's Business (Current year), 4660 Ravenswood Avenue, Chicago, IL 60640, (312)561-4000. (Published monthly.)

Dun's Review, Dun & Bradstreet Pub. Corp., 666 Fifth Avenue, New York, NY 10019. (Published monthly.)

The Effective Manager. Warren, Gorham & Lamont, 210 South Street, Boston, MA 02111. (Monthly.)

Forbes, 60 Fifth Avenue, New York, NY 10011, (212) 675-7500. (Published semimonthly.)

Fortune, Time & Life Building, Rockefeller Center, New York, NY 10020, (212) 586-1212. (Published fortnightly.)

Harvard Business Review, P. O. Box 9730, Greenwich, CT 06835. (Published bimonthly.)

Human Resource Management, University of Michigan Business Review, Graduate School of Business Administration, University of Michigan, Ann Arbor, MI 48104. (Published quarterly.)

Inc.: The Big Business of Smaller Companies, United Marine Publishing, Inc., Subscription Service Department, Box 800, Whitinsville, MA 01588, (617) 234-6364. (Published monthly.)

Journal of Business Communication, American Business Communication Association, 911 South 6 Street, University of Illinois, Champaign, IL 61820. (Quarterly.)

Journal of Business Education, Heldref Publications, 4000 Albemarle Street, NW, Suite 504, Washington, DC 20016, (202) 362-6445. (Published monthly, October - May.)

Journal of Economic Education, Joint Council on Economic Education, 1212 Avenue of The Americas, New York, NY 10036. (Semiannually.)

Journal of Management, Production Editor, Department of Management, Auburn University, Auburn, AL 36830. (Semiannually.)

Labor Law Journal, Commerce Clearing House, Inc., 4025 West Peterson Avenue, Chicago, IL 60646. (Monthly.)

Management Review, American Management Association, 135 West 50 Street, New York, NY 10020. (Monthly.)

Management Science, Institute of Management Science, 345 Whitney Avenue, New Haven, CT 06511.

Managing: People and Organizations, United Media International, Inc., 757 Third Avenue, New York, NY 10017. (Monthly.)

Management World, Administrative Management Society. Maryland Road, Willow Grove, PA 19090. (Monthly.)

Money, Time, Inc., Time & Life Building, Rockefeller Center, New York NY 10020. (Published monthly.)

Monthly Labor Review, Regional Offices of the Bureau of Labor Statistics or Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402. (Published monthly.)

Nation, 333 Avenue of The Americas, New York, NY 10014, (212) 242-8400. (Published weekly.)

National Business Woman, 2012 Massachusetts Avenue, NW, Washington, DC 20036, (202 293-1100). (10 issues a year.)

Nation's Business, Chamber of Commerce of the U.S., 1615 H Street, NW, Washington, DC 20062, (202) 659-6010. (Published monthly.)

Personnel, American Management Association, Box 319, Saranac Lake, NY 12983. (Published bimonthly.)

Personnel Administrator, American Society for Personnel Administration, 30 Park Drive, Berea, OH 44017. (Published monthly.)

Personnel Journal, 866 West 18 Street, Costa Mesa, CA 92627. (Published monthly.)

The Wall Street Journal, 22 Cortlandt Street, New York, NY 10007, (212) 285-5000.

Woman Executive's Bulletin, Bureau of Business Practice, 24 Rope Ferry Road, Waterford, CT 06386. (Published semimonthly.)

Women Today, National Press Building, Washington, DC 20045, (202) 628-6999. (Published biweekly.)

Working Woman. Hal Publications, Inc., P. O. Box 10132, Des Moines, IA 50340. (Published monthly.)

3. Reference Materials

Aubrey, Ruth H. *Selected Free Materials for Classroom Teachers*. Palo Alto, California: Fearon Publishers, Current Edition.

This book provides a carefully screened, precisely annotated listing of free materials. Over 570 up-to-date sources of free classroom materials - thousands of items chosen, graded and annotated by a panel of leading educators are listed.

Fisk, Margaret (ed.). *Encyclopedia of Associations*. Volume 1. National Organizations of the United States. Detroit: Gale Research Co., Current Edition.

This encyclopedia is the only major source of detailed information concerning nonprofit American membership organizations of national scope. Information concerning the location, size, objectives and many other essential aspects of several thousand trade associations, professional societies, labor unions, fraternal and patriotic organizations and other types of groups consisting of voluntary members are listed.

Hill, Richard K. and B. June Schmidt (eds.). Behavioral Objectives for Selected Units in Business Education. Richmond, Virginia: Public Information and Publications, State Department of Education, Current Edition.

This publication is a catalogue of behavioral objectives organized by units primarily for secondary business education teachers. Each unit contains an outline of the content, a goal statement and general and specific objectives. The 48 units included topics such as: business law, business mathematics, money management, recordkeeping, typewriting, secretarial procedures and practices, etc.

Mapp, Edward. Books for Occupational Education Programs: A List for Community Colleges, Technical Institutes and Vocational Schools. New York: R. R. Bowker Company, Current Edition.

This guide will be useful in developing library collections and updating existing collections in career-oriented educational institutions. The list includes trade books, reference works, handbooks, texts, curriculum guides, continuations and other relevant titles of twenty-five pages or more currently used in career training. Periodicals and other non-book media are not included. Subjects covered represent standard curricula in community colleges and other career-technical-vocational institutions. Each entry includes author, title, subtitle, edition, publisher, main pagination or number of volumes and illustration or series note.

Pepe, Thomas J. Free and Inexpensive Educational Aides. New York: Dover Publications, Inc., Current Edition.

This book serves as a source of known, available educational material. It lists over 1700 books, films, folders, charts, posters, slides, booklets - 88 percent are free, 9 percent are less than 25 cents.

Review Western Tape Catalogue for audiovisual aids in Typewriting, Word Processing, Shorthand, General Office Skills and General Business and Materials from International Business Machines (IBM). (Guides to punctuation and proper grammar usage are also available on request - complimentary copies.) For information write or call: Western Tape, P. O. Box 69, Mountain View, CA 94042, (415) 969-0371.

Schuman, Patricia. Materials for Occupational Education: An Annotated Source Guide. New York: R. R. Bowker Company, Current Edition.

This source guide lists approximately 600 organizations which supply books, periodicals, manuals and multimedia aids for 63 occupational areas.

Special Packages: Instructional Resources for Vocational Education. Competency-Based Business Education Modules.

This "Special Packages Project" is designed to assist vocational educators - secondary and postsecondary - in developing skills to evaluate and adapt instructional resources related to growing and developing occupations. This package contains four units dealing with interpersonal skills and an annotated bibliography, "Job Seeking - Job Keeping." A complete set of 120 modules is available from Wisconsin Vocational Studies Center.

For more information on "Special Packages," write or call: Program Information Office, National Center for Research in Vocational Education, 1960 Kenny Road, Columbus, OH 43210.

Wasserman, Paul and others. Encyclopedia of Business Information Sources. Detroit, Michigan: Gale Research Company.

The encyclopedia provides a detailed listing of primary subjects of interest to managerial personnel, with a record of sourcebooks, periodicals, organizations, directories, handbooks, bibliographies and other sources of information on each topic.

4. Associations

American Management Association (AMS), 135 West 50 Street, New York, NY 10020, (212) 586-8100.

Administrative Management Society (AMS), World Headquarters, Willow Grove, PA 19090, (215) 659-4300.

National Association of Management Educators (NAME), Monroe County Community College, Monroe, MI 48161 (or J. B. Simpson, Business Administration Department Head, Fayetteville Technical Institute, Fayetteville, NC).

National Business Education Association (NBEA), 1906 Association Drive, Reston, VA 22091, (703) 860-0213.

Local business and industry associations.

5. Occupational Sources

Continuing Education: A Guide to Career Development Programs. Syracuse, New York: Gaylord Professional Publications in association with Neal-Schuman Publishers, Inc., Current Edition.

Dictionary of Occupational Titles. Washington, DC: U.S. Department of Labor, Employment and Training Administration, Current Edition.

Good, Carter V. (ed.). Dictionary of Education. New York: McGraw-Hill Book Company, Current Edition.

Hopke, William E. (ed.). *Encyclopedia of Careers and Vocational Guidance*. Volume I, *Planning Your Career*. Chicago, Illinois: Doubleday and Company, Inc. and J. G. Ferguson Publishing Co., Current Edition.

Malneg, Lawrence R. and Sandra L. Morrow. *What Can I do with a Major in . . .?* Jersey City, New Jersey: St. Peter's College Press, Current Edition.

Marshall, Max L. *Cowles Guide to Careers and Professions*. New York: Cowles Educational Association, Current Edition.

Occupational Outlook Handbook. Washington, DC: U.S. Department of Labor, Bureau of Labor Statistics, Current Edition.

Thiemann, Norma L. (comp.). *Handbook of Job Facts*. Chicago, Illinois: Science Research Associates, Inc., Current Edition.

Whitfield, Edwin A. and Richard Hoover. *Guide to Careers Through Vocational Training*. San Diego, California: Robert R. Knapp, Publisher, Current Edition.

6. Other Sources

Dr. Joseph Johnson, President, North Carolina Insurance Foundation, Inc., School of Business and Economics, The University of North Carolina at Greensboro, Greensboro, NC 27412, (919) 379-5457.

Charles B. McKeel, Assistant District Director for Management Assistance, U.S. Small Business Administration, 230 South Tryon Street, Suite 700, Charlotte, NC 28202, (704) 371-6580.

Director, Industry Services Division, Department of Community Colleges, 186 Education Building, Corner of Salisbury and Edenton Streets, Raleigh, NC 27611, (919) 733-7057.

Director, Office of State Personnel, Department of Administration, Administration Building, 116 West Jones Street, Raleigh, NC 27611, (919) 733-7108.

Director, State Occupational Information Coordinating Committee, Department of Administration, Howard Building, 112 West Lane Street, (919) 733-6700.

Director, Council on the Status of Women, Department of Administration, Merrimon-Wynne House, 526 North Wilmington Street, Raleigh, NC 27611, (919) 733-2455.

Director, Business Assistance Division, N.C. Department of Commerce, Dobbs Building, 430 North Salisbury Street, Raleigh, NC 27611, (919) 733-7980.

Office of Minority Business Enterprise, Department of Commerce, Dobbs Building, 430 North Salisbury Street, Raleigh, NC 27611, (919) 733-2712.

Employment Security Commission, Department of Commerce, Shore Building, 214 West Jones Street, Raleigh, NC 27611, (919) 733-3098.

Department of Insurance, Dobbs Building, 430 North Salisbury Street, Raleigh, NC 27611, (919) 733-7343.

Attorney General's Office, Department of Justice, Justice Building, Corner of Fayetteville and Morgan Streets, Raleigh, NC 27611, (919) 733-3377.

Department of Labor, Labor Building, 4 West Edenton Street, Raleigh, NC 27611, (919) 733-7166.

Department of Revenue, Revenue Building, 2 South Salisbury Street, Raleigh, NC 27611, (919) 733-7211.

Local Chamber of Commerce.

Local Chapter - Service Corps of Retired Executives (SCORE).

Local businesses and industries.

APPENDIX A-1

Working Committee

BUSINESS ADMINISTRATION

WORKING COMMITTEE

Max V. Hutchins
Asheville-Buncombe Technical College
340 Victoria Road
Asheville, NC 28801
(704) 254-1921

Dr. Lois Dixon and Ann King
Central Piedmont Community College
P. O. Box 4009
Charlotte, NC 28204
(704) 373-6633

Joe Ezzell
Durham Technical Institute
P. O. Drawer 11307
Durham, NC 27703
(919) 596-9311

Alice Sineath
Forsyth Technical Institute
2100 Silas Creek Parkway
Winston-Salem, NC 27103
(919) 723-0371

Bill Walters
Randolph Technical College
P. O. Box 1009
Asheboro, NC 27203
(919) 629-1471

*Betty J. Newman
Sampson Technical College
P. O. Drawer 318
Clinton, NC 28328
(919) 592-8081

Dr. R. Jean Overton
Department of Community Colleges
20 Education Building
Raleigh, NC 27611
(919) 733-7941

*Now with Clinton City Schools.

APPENDIX A-2

Curriculum Committee

BUSINESS ADMINISTRATION

CURRICULUM COMMITTEE

Business and Industry

Five Business Administration Curriculum Advisory Committee members representing employees and employers from business and industry as selected by each of the Business Administration Department Heads of the 58 community colleges, technical institutes or technical colleges in the system.

Education

Business Administration Department Heads from the 58 community colleges, technical institutes or technical colleges in the system.

A Business Administration Instructor(s) representing each of the 58 community colleges, technical institutes or technical colleges as selected by the Business Administration Department Head.

Business Administration educators from each of the 16 public institutions of the University of North Carolina.

Business Administration educators from the 30 non-public four-year colleges and eight junior colleges in North Carolina.

Working Committee members representing instructors and department heads in the community college system.

APPENDIX A-3

Business Programs Curriculum

Advisory Committee

APPENDIX A-3

Business Programs Curriculum Advisory Committee*

Deborah Hopkins, Chairperson
Business Department
Beaufort County Community College
P. O. Box 1069
Washington, NC 27889

J. Ray Hall, Instructor
Business Department
Catawba Valley Technical College
Hickory, NC 28601

James Owens, Chairperson
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Benjamin Leith, Instructor
Business Department
Craven Community College
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Marvin Allen, Chairperson
Business Technologies
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Joyce Cherry, Chairperson
Accounting and Business Administration
Lenoir Community College
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Dennis Sloan, Chairperson
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John Downs, Chairperson
Business Department
Robeson Technical College
P. O. Drawer A
Lumberton, NC 28358

Joan Citty, Chairperson
Business Department
Rockingham Community College
Wentworth, NC 27375

Dr. R. Jean Overton
Occupational Program Services
Department of Community Colleges
20 Education Building
Raleigh, NC 27611

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*Each committee member received input from local curriculum advisory committees.

APPENDIX B-1

Introductory Letter and Follow-up Post Card

DEPARTMENT OF
COMMUNITY COLLEGES
NORTH CAROLINA STATE BOARD OF EDUCATION
RALEIGH 27611

August 10, 1979

To: Advisory Board Members
General Business Administration Programs

From: R. Jean Overton Jean Overton and Max. V. Hutchins
Assistant Director
Program Development Division
Department of Community Colleges

Max. V. Hutchins
Graduate Intern

The Department of Community Colleges is conducting a project to determine the competencies required by employers for successful employment on the job. This project is designed to provide: (1) a validated list of career opportunities and the tasks performed by employees in a given job; (2) a list of competencies and evaluated criteria essential to successfully perform in the job; (3) curriculum guidelines and (4) curriculum materials based on the competencies.

We are asking for your assistance in determining employment opportunities in General Business Administration. The enclosed form identifies possible careers open to individuals in this occupational area. These opportunities may or may not exist. Your response to the survey will contribute to the identification of jobs that do exist. (The Business Administration Department Head at your community college/technical institute or technical college can assist you with job descriptions from the Dictionary of Occupational Titles.)

After you have completed the survey, please return it to the Head of the Business Administration Department at your community college/technical institute or technical college by August 31. Your responses will be compiled with the responses of other individuals completing the survey, with no individual responses identified.

Your participation is appreciated.

Enclosure

FOLLOW-UP POSTCARD

The Program Development Division of the Department of Community Colleges is still trying to compile a list of job opportunities in North Carolina for graduates of a General Business Administration program. If you have not yet returned the job opportunities surveys to us, please try to collect the surveys from your advisory board members and forward them to us as soon as possible. We appreciate your assistance with this endeavor.

Dr. Jean Overton, Asst. Dir.
Max Hutchins, Graduate Intern

APPENDIX B-2

Career Opportunity Survey Instrument

Job Titles and Descriptions

CAREER OPPORTUNITIES SURVEY

The following jobs have been identified as career possibilities for graduates from General Business Administration programs in North Carolina. These jobs may or may not exist for these graduates--some jobs may not require any education beyond the high school level and, as such, would not be preferred employment for these graduates; some jobs may require a concentrated major, as accounting, real estate, or marketing; some jobs simply may not be available in North Carolina. In addition, there may be potential job opportunities in North Carolina for graduates of the General Business Administration programs which have not been identified. The goal of this survey is to more sharply define the career opportunity possibilities for graduates of General Business Administration programs.

Please indicate your opinions as to whether these employment opportunities exist in North Carolina for graduates of a General Business Administration program by checking (✓) the appropriate response box beside of each listed job. (The Dictionary of Occupational Titles code can be used to obtain a description of the job from your Department Head.) Please list any other career opportunities that you may know about at the end of each major category.

After you have indicated that an employment possibility exists for a job, express your opinion on where training for that job should occur--at the community college/technical institute or technical college level, at the four-year college level, or at both or a combination of both levels.

Please return the survey to the Head of the Business Administration Department at your community college/technical institute or technical college by August 31.

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
050	OCCUPATIONS IN ECONOMICS This group includes occupations concerned with research and application of economic principles relating to sources of income, expenditures, development of natural resources, and production and consumption of goods.	XXX	XXX	XXX	XXX	XXX
---	______________________ (Other)	☐	☐	☐	☐	☐
---	______________________ (Other)	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/TI	4-Year C/U	Both
160	ACCOUNTANTS AND AUDITORS This group includes occupations concerned with examining, analyzing, and interpreting accounting records for the purpose of giving advice or preparing statements. It also includes occupations involved in devising or installing accounting systems and advising on cost-recording systems or other financial and budgetary data.	XXX	XXX	XXX	XXX	XXX
160.267-018	ESTIMATOR; cost estimator; production estimator	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
161	BUDGET AND MANAGEMENT SYSTEMS ANALYSIS OCCUPATIONS This group includes occupations concerned with reviewing, examing, and evaluating the organizational structures, administrative policies, and management systems of organizations.	XXX	XXX	XXX	XXX	XXX
161.267-014	CREDIT OFFICER, DEALER ACCOUNTS	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
162	PURCHASING MANAGEMENT OCCUPATIONS This group includes occupations concerned with negotiating and contracting for the purchase of equipment, products, and supplies for industrial plants, utilities, governmental units, or other establishments, and the purchasing of merchandise for resale; determining quantity and quality to be purchased, costs, delivery dates, contract conditions, sources of supply, and taking inventories.	XXX	XXX	XXX	XXX	XXX
162.117-014	CONTRACT ADMINISTRATOR	☐	☐	☐	☐	☐
162.157-018	BUYER; broker	☐	☐	☐	☐	☐
162.157-022	ASSISTANT BUYER	☐	☐	☐	☐	☐
162.157-038	PURCHASING AGENT; buyer; purchasing director; purchasing manager; supply manager; purchaser	☐	☐	☐	☐	☐
162.167-022	PROCUREMENT SERVICES MANAGER; procurement services director; material control manager	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
163	SALES AND DISTRIBUTION MANAGEMENT OCCUPATIONS This group includes occupations concerned with managing sales and marketing for a manufacturer, retail or wholesale house, jobber, or other establishment.	XXX	XXX	XXX	XXX	XXX

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/TI	4-Year C/U	Both
163.117-018	PROMOTION MANAGER; sales director; business promotion manager; sales manager	☐	☐	☐	☐	☐
163.167-010	ADVERTISING MANAGER	☐	☐	☐	☐	☐
163.167-014	CIRCULATION MANAGER	☐	☐	☐	☐	☐
163.167-018	SALES MANAGER	☐	☐	☐	☐	☐
163.167-022	UTILITY SALES AND SERVICE MANAGER; general superintendent, power sales and service	☐	☐	☐	☐	☐
163.167-026	PROPERTY DISPOSAL OFFICER; redistribution-and-marketing officer; surplus-property disposal agent; surplus sales officer	☐	☐	☐	☐	☐
163.267-010	FIELD REPRESENTATIVE; distribution manager	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
164	ADVERTISING MANAGEMENT OCCUPATIONS This group includes occupations concerned with influencing consumer preference for goods and services, either as an employee of the organization served or as a member of an agency under contract; managing advertising programs and campaigns; and, in advertising agencies, managing customers' accounts.	XXX	XXX	XXX	XXX	XXX
164.117-010	ADVERTISING MANAGER; advertising director; sales promotion director	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
164.117-014	ADVERTISING AGENCY MANAGER	☐	☐	☐	☐	☐
164.167-010	ACCOUNT EXECUTIVE	☐	☐	☐	☐	☐
---	______________________ (Other)	☐	☐	☐	☐	☐
---	______________________ (Other)	☐	☐	☐	☐	☐
165	PUBLIC RELATIONS MANAGEMENT OCCUPATIONS This group includes occupations concerned with selection or development of favorable persuasive material and its distribution through personal contact or various communications media, in order to promote goodwill, develop credibility, or create favorable public image for individual, establishment, group, or organization.	XXX	XXX	XXX	XXX	XXX
165.067-010	PUBLIC-RELATIONS REPRESENTATIVE; public-relations practitioner	☐	☐	☐	☐	☐
165.117-010	FUNDRAISING DIRECTOR	☐	☐	☐	☐	☐
165.167-010	SALES-SERVICE PROMOTER	☐	☐	☐	☐	☐
---	______________________ (Other)	☐	☐	☐	☐	☐
---	______________________ (Other)	☐	☐	☐	☐	☐
166	PERSONNEL ADMINISTRATION OCCUPATIONS This group includes occupations concerned with formulating policies relating to the personnel administration of an organization	XXX	XXX	XXX	XXX	XXX

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
	and conducting programs concerning employee recruitment, selection, training, development, retention, promotion, compensation, benefits, labor relations, and occupational safety.					
166.117-014	EMPLOYEE WELFARE MANAGER; employee-service officer; welfare manager	☐	☐	☐	☐	☐
166.117-018	PERSONNEL MANAGER	☐	☐	☐	☐	☐
166.167-014	DIRECTOR OF PLACEMENT; coordinator of placement; director of career resources; director of career planning and placement; manager of student placement service	☐	☐	☐	☐	☐
166.167-018	BENEFITS MANAGER; employee services manager; personnel services manager	☐	☐	☐	☐	☐
166.167-022	COMPENSATION MANAGER; wage and salary administrator	☐	☐	☐	☐	☐
166.167-026	EDUCATION AND TRAINING MANAGER	☐	☐	☐	☐	☐
166.167-030	EMPLOYMENT MANAGER; employment supervisor	☐	☐	☐	☐	☐
166.167-038	PORT PURSER	☐	☐	☐	☐	☐
166.167-046	SPECIAL AGENT; sales representative	☐	☐	☐	☐	☐
166.227-010	TRAINING REPRESENTATIVE; training instructor	☐	☐	☐	☐	☐
166.267-010	EMPLOYMENT INTERVIEWER; placement interviewer.	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
166.267-014	HOSPITAL-INSURANCE REPRESENTATIVE	☐	☐	☐	☐	☐
166.267-018	JOB ANALYST; personnel analyst	☐	☐	☐	☐	☐
166.267-030	RETIREMENT OFFICER	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
168	MANAGERIAL AND PUBLIC SERVICE INSPECTORS AND INVESTIGATORS This group includes occupations concerned with examining the condition of persons, plants, and animals; the quality of consumer products and services; and the operations of establishments, serving in the capacity of a governmental or private inspector or investigator in order to verify compliance with and enforcement of regulatory laws, health, and safety laws, or the establishment's quality standards.	XXX	XXX	XXX	XXX	XXX
168.167-054	CREDIT AND COLLECTION MANAGER	☐	☐	☐	☐	☐
168.167-058	CUSTOMER SERVICE MANAGER	☐	☐	☐	☐	☐
168.167-062	OCCUPATIONAL-SAFETY-AND-HEALTH INSPECTOR; occupational-safety-and-health-compliance officer	☐	☐	☐	☐	☐
168.167-070	REGULATORY ADMINISTRATOR	☐	☐	☐	☐	☐
8.267-014	CLAIM EXAMINER	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
168.267-026	DEALER-COMPLIANCE REPRESENTATIVE: field representative	☐	☐	☐	☐	☐
168.267-038	ELIGIBILITY-AND-OCCUPANCY INTERVIEWER	☐	☐	☐	☐	☐
168.287-014	QUALITY ASSURANCE INSPECTOR; procurement inspector	☐	☐	☐	☐	☐
168.367-014	TRAVEL ACCOMMODATIONS RATER	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
169	OCCUPATIONS IN ADMINISTRATIVE SPECIALIZATIONS (not elsewhere classified) This group includes occupations, not elsewhere classified, concerned with administrative specialzations.	XXX	XXX	XXX	XXX	XXX
169.167-010	ADMINISTRATIVE ASSISTANT; administrative analyst; administrative officer	☐	☐	☐	☐	☐
169.167-014	ADMINISTRATIVE SECRETARY; executive secretary	☐	☐	☐	☐	☐
169.167-018	CONTACT REPRESENTATIVE	☐	☐	☐	☐	☐
169.167-038	ORDER-DEPARTMENT SUPERVISOR	☐	☐	☐	☐	☐
169.167-050	GROUP INSURANCE SPECIAL AGENT	☐	☐	☐	☐	☐
169.267-010	CLAIMS ADJUDICATOR	☐	☐	☐	☐	☐
169.367-010	EMPLOYMENT-AND-CLAIMS AIDE	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/TI	4-Year C/U	Both
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
180	AGRICULTURE, FORESTRY, AND FISHING INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with operation for owners or other entities of all types of farms, ranches, hatcheries, and game preserves, including crop production and care of livestock for commercial use; care of timber tracts and reforestation activities; and commercial fishing, and related managerial services incidental to the industries.	XXX	XXX	XXX	XXX	XXX
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
181	MINING INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with exploration and development of mineral properties; extracting minerals, such as coal and ores, liquid petroleum, and gases; quarrying, well operation, and mining.	XXX	XXX	XXX	XXX	XXX
[illegible]1.117-010	BULK PLANT MANAGER; field operating superintendent; terminal superintendent	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/TI	4-Year C/U	Both
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
182	CONSTRUCTION INDUSTRY MANAGERS AND OFFICIALS This group includes managerial and contractual occupations concerned with construction of dwellings, office buildings, stores, farm buildings, bridges, roads, and similar structures; plumbing, painting, electrical, carpentry, site preparation, and landscaping work.	XXX	XXX	XXX	XXX	XXX
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
183	MANUFACTURING INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with plants, factories, or mills which use power-driven machines and materials-handling equipment to bring about mechanical or chemical transformation of organic or inorganic substances into products.	XXX	XXX	XXX	XXX	XXX
183.117-010	BRANCH MANAGER; agent; area manager; division manager; plant manager	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
183.117-014	PRODUCTION SUPERINTENDENT; factory manager; general manager; plant manager; production manager; plant supervisor; factory superintendent; general superintendent; mill superintendent; plant superintendent; production superintendent; shop superintendent	☐	☐	☐	☐	☐
183.161-010	INSPECTION SUPERVISOR; chief inspector	☐	☐	☐	☐	☐
183.167-010	BREWING DIRECTOR; brewing superintendent	☐	☐	☐	☐	☐
183.167-014	GENERAL SUPERINTENDENT, MILLING; milling superintendent	☐	☐	☐	☐	☐
183.167-018	GENERAL SUPERVISOR; department supervisor; division supervisor; process supervisor; production supervisor	☐	☐	☐	☐	☐
183.167-022	GENERAL SUPERVISOR	☐	☐	☐	☐	☐
183.167-026	FOOD PROCESSING PLANT MANAGER	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
184	TRANSPORTATION, COMMUNICATION, AND UTILITIES INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with passenger and freight transportation by railway, highway, water,	XXX	XXX	XXX	XXX	XXX

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
	or air; furnishing services relating to transportation; petroleum pipeline transportation; warehousing; telephone and telegraph communication services; radio broadcasting and television; and the supplying of electricity, gas, steam, water, or sanitary services.					
184.117-014	TRANSPORTATION DIRECTOR	☐	☐	☐	☐	☐
184.117-018	DISTRICT SUPERVISOR; city service supervisor	☐	☐	☐	☐	☐
184.117-030	AREA DEVELOPMENT MANAGER; area-development consultant	☐	☐	☐	☐	☐
184.117-050	OPERATIONS MANAGER	☐	☐	☐	☐	☐
184.117-054	REGIONAL MANAGER	☐	☐	☐	☐	☐
184.117-062	STATION MANAGER	☐	☐	☐	☐	☐
184.117-066	TRAFFIC MANAGER; rates and schedules manager	☐	☐	☐	☐	☐
184.117-078	COMMISSARY SUPERINTENDENT	☐	☐	☐	☐	☐
184.167-038	CHIEF DISPATCHER I; scheduling superintendent	☐	☐	☐	☐	☐
184.167-042	GENERAL OPERATIONS AGENT	☐	☐	☐	☐	☐
184.167-054	BUS TRANSPORTATION MANAGER	☐	☐	☐	☐	☐
184.167-058	CARGO-AND-RAMP-SERVICES MANAGER	☐	☐	☐	☐	☐
184.167-062	COMMUNICATIONS STATION MANAGER	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
184.167-070	FLIGHT-RESERVATIONS MANAGER	☐	☐	☐	☐	☐
184.167-082	STATION MANAGER	☐	☐	☐	☐	☐
184.167-086	TELEGRAPH OFFICE MANAGER	☐	☐	☐	☐	☐
184.167-094	TRAFFIC MANAGER	☐	☐	☐	☐	☐
184.167-098	TRAFFIC MANAGER I	☐	☐	☐	☐	☐
184.167-102	TRAFFIC MANAGER I	☐	☐	☐	☐	☐
4.167-106	TRAFFIC MANAGER II; traffic chief; traffic superintendent	☐	☐	☐	☐	☐
184.167-110	TRUCK TERMINAL MANAGER: terminal manager	☐	☐	☐	☐	☐
184.167-114	WAREHOUSE MANAGER; storekeeper; storage area superintendent; warehouse superintendent	☐	☐	☐	☐	☐
184.167-118	OPERATIONS MANAGER	☐	☐	☐	☐	☐
184.167-122	PORT-TRAFFIC MANAGER	☐	☐	☐	☐	☐
184.167-130	STATION MANAGER	☐	☐	☐	☐	☐
184.167-206	STATIONS SUPERINTENDENT	☐	☐	☐	☐	☐
184.167-214	TERMINAL SUPERINTENDENT	☐	☐	☐	☐	☐
184.167-226	TRANSPORTATION SUPERINTENDENT: transportation manager; motor vehicles supervisor; automotive superintendent; transportation department head	☐	☐	☐	☐	☐
4.167-242	TERMINAL OPERATIONS SUPERVISOR	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/TI	4-Year C/U	Both
184.167-254	TERMINAL SUPERINTENDENT; assistant superintendent, transportation	☐	☐	☐	☐	☐
184.167-274	CHIEF WHARFINGER	☐	☐	☐	☐	☐
184.167-278	YARD MANAGER	☐	☐	☐	☐	☐
184.267-010	FREIGHT-TRAFFIC CONSULTANT; transportation consultant	☐	☐	☐	☐	☐
184.387-010	WHARFINGER	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
185	WHOLESALE AND RETAIL TRADE MANAGERS AND OFFICIALS This group includes managerial occupations concerned with selling merchandise to retailers; to industrial, commercial, institutional or professional users; or to other wholesalers; or acting as agents in buying merchandise for or selling merchandise to such persons or companies.	XXX	XXX	XXX	XXX	XXX
185.117-010	DEPARTMENT STORE MANAGER	☐	☐	☐	☐	☐
185.137-010	FAST FOOD SERVICES MANAGER	☐	☐	☐	☐	☐
185.157-010	FASHION COORDINATOR; fashion stylist	☐	☐	☐	☐	☐
185.157-014	SUPERVISOR OF SALES	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
185.157-018	WHOLESALER II	☐	☐	☐	☐	☐
185.167-010	COMMISSARY MANAGER	☐	☐	☐	☐	☐
185.167-014	AUTOMOBILE SERVICE STATION MANAGER	☐	☐	☐	☐	☐
185.167-018	DISTRIBUTION WAREHOUSE MANAGER	☐	☐	☐	☐	☐
185.167-022	FOOD CONCESSION MANAGER	☐	☐	☐	☐	☐
185.167-026	MACHINERY-OR-EQUIPMENT, RENTAL AND LEASING MANAGER	☐	☐	☐	☐	☐
5.167-030	MEAT SALES AND STORAGE MANAGER	☐	☐	☐	☐	☐
185.167-034	MERCHANDISE MANAGER; merchandise director	☐	☐	☐	☐	☐
185.167-038	PARTS MANAGER; stockroom manager	☐	☐	☐	☐	☐
185.167-042	PROFESSIONAL EQUIPMENT SALES-AND-SERVICE MANAGER	☐	☐	☐	☐	☐
185.167-046	RETAIL STORE MANAGER	☐	☐	☐	☐	☐
185.167-050	TEXTILE CONVERSION MANAGER	☐	☐	☐	☐	☐
185.167-054	TOBACCO WAREHOUSE MANAGER	☐	☐	☐	☐	☐
185.167-062	SUPERVISOR, LIQUOR STORES AND AGENCIES	☐	☐	☐	☐	☐
185.167-066	VENDING-STAND SUPERVISOR; operations supervisor; vending-enterprises supervisor	☐	☐	☐	☐	☐
185.167-070	WHOLESALER I	☐	☐	☐	☐	☐
	______________________ (Other)	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
---	______________ (Other)	☐	☐	☐	☐	☐
186	FINANCE, INSURANCE, AND REAL ESTATE MANAGERS AND OFFICIALS This group includes managerial occupations concerned with banks and trust companies, credit agencies other than banks, investment companies, brokers, and dealers in securities and commodity contracts, and security and commodity exchanges; all types of insurance, and insurance agents and brokers; owners, lessors, lessees, buyers, sellers, agents, and developers of real estate.	XXX	XXX	XXX	XXX	XXX
186.117-010	COLLEGE OR UNIVERSITY BUSINESS MANAGER	☐	☐	☐	☐	☐
186.117-022	DEPUTY INSURANCE COMMISSIONER	☐	☐	☐	☐	☐
186.117-030	GENERAL CLAIMS AGENT	☐	☐	☐	☐	☐
186.117-038	FINANCIAL INSTITUTION MANAGER	☐	☐	☐	☐	☐
186.117-042	LAND DEVELOPMENT MANAGER	☐	☐	☐	☐	☐
186.117-046	LEASING MANAGER	☐	☐	☐	☐	☐
186.117-058	REAL-ESTATE AGENT; land agent	☐	☐	☐	☐	☐
186.117-062	RENTAL MANAGER, PUBLIC EVENTS FACILITIES	☐	☐	☐	☐	☐
186.117-066	RISK AND INSURANCE MANAGER; insurance and risk manager	☐	☐	☐	☐	☐
186.137-010	SAFETY DEPOSIT SUPERVISOR; safe deposits manager	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/TI	4-Year C/U	Both
186.167-018	APARTMENT HOUSE MANAGER	☐	☐	☐	☐	☐
186.167-022	CREDIT CARD OPERATIONS MANAGER	☐	☐	☐	☐	☐
186.167-026	CREDIT UNION MANAGER	☐	☐	☐	☐	☐
186.167-030	HOUSING PROJECT MANAGER	☐	☐	☐	☐	☐
186.167-034	INSURANCE OFFICE MANAGER; district manager	☐	☐	☐	☐	☐
6.167-042	MARKET MANAGER	☐	☐	☐	☐	☐
186.167-046	PROPERTY MANAGER	☐	☐	☐	☐	☐
186.167-050	OPERATIONS OFFICER	☐	☐	☐	☐	☐
186.267-010	BONDING AGENT	☐	☐	☐	☐	☐
186.267-014	LOAN COUNSELOR; collection analyst; loan-servicing officer	☐	☐	☐	☐	☐
186.267-018	LOAN OFFICER	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
187	SERVICE INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with hotels and other lodging places; establishments providing personal, business, repair, and amusement services; medical, legal, engineering, and other professional services; nonprofit membership organizations, and other miscellaneous services.	XXX	XXX	XXX	XXX	XXX

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
187.117-014	COMMUNITY ORGANIZATION DIRECTOR; community planning director; community chest director; director, council of social agencies; federated fund director; united fund director; community planning executive	☐	☐	☐	☐	☐
187.117-030	EXECUTIVE VICE PRESIDENT, CHAMBER OF COMMERCE; chamber of commerce manager	☐	☐	☐	☐	☐
187.117-034	GENERAL MANAGER, ROAD PRODUCTION	☐	☐	☐	☐	☐
187.117-038	HOTEL OR MOTEL MANAGER; general manager; motor hotel manager; motor inn manager; resident manager	☐	☐	☐	☐	☐
187.117-042	RECREATION ESTABLISHMENT MANAGER	☐	☐	☐	☐	☐
187.117-046	PROGRAM DIRECTOR, GROUP WORK	☐	☐	☐	☐	☐
187.117-054	RECREATION SUPERINTENDENT; recreation director	☐	☐	☐	☐	☐
187.137-010	RECREATION SUPERVISOR; area supervisor; district director; recreation specialist	☐	☐	☐	☐	☐
187.137-014	VOLUNTEER SERVICES SUPERVISOR; volunteer services assistant	☐	☐	☐	☐	☐
187.161-014	HANDICRAFT-OR-HOBBY SHOP MANAGER	☐	☐	☐	☐	☐
187.167-018	LABOR UNION BUSINESS REPRESENTATIVE	☐	☐	☐	☐	☐
187.167-022	VOLUNTEER SERVICES COORDINATOR; volunteer coordinator	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
187.167-030	FUNERAL DIRECTOR; funeral home manager; mortician; undertaker	☐	☐	☐	☐	☐
187.167-038	VOLUNTEER SERVICES DIRECTOR	☐	☐	☐	☐	☐
187.167-042	CHAMBER OF COMMERCE DIVISION MANAGER; department manager, chamber of commerce	☐	☐	☐	☐	☐
187.167-054	AQUATIC FACILITY MANAGER	☐	☐	☐	☐	☐
187.167-058	BARBER OR BEAUTY SHOP MANAGER	☐	☐	☐	☐	☐
7.167-062	BRANCH OPERATION EVALUATION MANAGER	☐	☐	☐	☐	☐
187.167-066	CAMP MANAGER	☐	☐	☐	☐	☐
187.167-074	CEMETERY MANAGER; cemetery superintendent	☐	☐	☐	☐	☐
187.167-078	CONVENTION MANAGER	☐	☐	☐	☐	☐
187.167-082	CUSTOMER SERVICES MANAGER	☐	☐	☐	☐	☐
187.167-086	DANCE STUDIO MANAGER	☐	☐	☐	☐	☐
187.167-094	DUDE RANCH MANAGER	☐	☐	☐	☐	☐
187.167-098	EMPLOYMENT AGENCY MANAGER	☐	☐	☐	☐	☐
187.167-102	FISH-AND-GAME CLUB MANAGER	☐	☐	☐	☐	☐
187.167-106	FOOD SERVICE MANAGER	☐	☐	☐	☐	☐
187.167-110	FRONT OFFICE MANAGER	☐	☐	☐	☐	☐
187.167-114	GOLF CLUB MANAGER	☐	☐	☐	☐	☐
87.167-118	GUN CLUB MANAGER; range manager; range master	☐	☐	☐	☐	☐
187.167-122	HOTEL RECREATIONAL FACILITIES MANAGER	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
187.167-126	LIQUOR ESTABLISHMENT MANAGER; club manager	☐	☐	☐	☐	☐
187.167-138	SALES MANAGER	☐	☐	☐	☐	☐
187.167-146	SKATING RINK MANAGER	☐	☐	☐	☐	☐
187.167-150	STORAGE GARAGE MANAGER	☐	☐	☐	☐	☐
187.167-154	THEATER MANAGER; house manager	☐	☐	☐	☐	☐
187.167-158	TRAVEL AGENCY MANAGER	☐	☐	☐	☐	☐
187.167-162	VEHICLE LEASING AND RENTAL MANAGER	☐	☐	☐	☐	☐
187.167-166	WINTER SPORTS MANAGER	☐	☐	☐	☐	☐
187.167-186	RESIDENCE SUPERVISOR; adviser; chaperon; cottage parent; house manager	☐	☐	☐	☐	☐
187.167-194	LAUNDRY SUPERINTENDENT	☐	☐	☐	☐	☐
187.167-198	VETERANS CONTACT REPRESENTATIVE; laison officer; national insurance officer; national service officer; rehabilitation officer; service officer; veterans' claims representative; veterans' counselor; veterans' service officer	☐	☐	☐	☐	☐
---	________ (Other)	☐	☐	☐	☐	☐
---	________ (Other)	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
188	PUBLIC ADMINISTRATION MANAGERS AND OFFICIALS This group includes managerial occupations concerned with Federal, state, local, and international government activities, such as the legislative, judicial, and administrative functions, as well as government owned and operated business enterprises.	XXX	XXX	XXX	XXX	XXX
8.117-014	BUSINESS-ENTERPRISE OFFICER; area specialist	☐	☐	☐	☐	☐
188.117-030	PUBLIC WORKS COMMISSIONER	☐	☐	☐	☐	☐
188.117-046	COMPLIANCE DIRECTOR	☐	☐	☐	☐	☐
188.117-050	CONSUMER AFFAIRS DIRECTOR	☐	☐	☐	☐	☐
188.117-058	DIRECTOR, COUNCIL ON AGING; regional coordinator for aging	☐	☐	☐	☐	☐
188.117-066	DIRECTOR, LABOR STANDARDS	☐	☐	☐	☐	☐
188.117-078	EMPLOYMENT SERVICE DIRECTOR	☐	☐	☐	☐	☐
188.117-086	MERIT SYSTEM DIRECTOR	☐	☐	☐	☐	☐
188.117-110	HOUSING-MANAGEMENT OFFICER	☐	☐	☐	☐	☐
188.117-122	PROPERTY-UTILIZATION OFFICER: business-service officer; surplus property manager	☐	☐	☐	☐	☐
188.137-010	SUPERVISOR	☐	☐	☐	☐	☐
8.167-010	APPRAISER; deputy assessor	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
188.167-042	STATE-ASSESSED PROPERTIES DIRECTOR	☐	☐	☐	☐	☐
188.167-058	OFFICE MANAGER	☐	☐	☐	☐	☐
188.167-062	PARK SUPERINTENDENT; supervisory park ranger	☐	☐	☐	☐	☐
188.167-066	POSTMASTER	☐	☐	☐	☐	☐
188.167-070	RELOCATION COMMISSIONER	☐	☐	☐	☐	☐
188.167-086	POSTAL SERVICE SECTIONAL CENTER MANAGER	☐	☐	☐	☐	☐
188.167-098	SANITATION SUPERINTENDENT; director, sanitation bureau	☐	☐	☐	☐	☐
188.167-106	UNCLAIMED PROPERTY OFFICER	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
189	MISCELLANEOUS MANAGERS AND OFFICIALS, Not Elsewhere Classified This group includes miscellaneous managers and officials, not elsewhere classified.	XXX	XXX	XXX	XXX	XXX
189.117-018	MANAGER, CUSTOMER TECHNICAL SERVICES	☐	☐	☐	☐	☐
189.117-022	INDUSTRIAL ORGANIZATION MANAGER; general manager, industrial organization; general manager; plant superintendent, industrial organization	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
189.167-014	SERVICE DIRECTOR; operating and occupancy manager; nonselling superintendent; operating superintendent	☐	☐	☐	☐	☐
189.167-018	MANAGEMENT TRAINEE	☐	☐	☐	☐	☐
189.167-022	DEPARTMENT MANAGER; department head; superintendent	☐	☐	☐	☐	☐
189.167-026	MEMBERSHIP DIRECTOR	☐	☐	☐	☐	☐
.167-030	PROGRAM MANAGER	☐	☐	☐	☐	☐
---	______________ (Other)	☐	☐	☐	☐	☐
---	______________ (Other)	☐	☐	☐	☐	☐
191	AGENTS AND APPRAISERS, Not Elsewhere Classified This group includes occupations, not elsewhere classified, concerned with representing clients in business operations; and determining value, quantity, or quality of a product, property, or object. Included are those classified in one group as both agents and appraisers.	XXX	XXX	XXX	XXX	XXX
191.117-014	BOOKING MANAGER; booker; booking agent	☐	☐	☐	☐	☐
191.117-018	BUSINESS MANAGER; business agent	☐	☐	☐	☐	☐
191.117-038	TOURING PRODUCTION MANAGER; theatrical production manager; touring manager	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/TI	4-Year C/U	Both
191.157-010	PAWNBROKER	☐	☐	☐	☐	☐
191.167-014	CLAIM AGENT	☐	☐	☐	☐	☐
191.267-010	REAL ESTATE APPRAISER	☐	☐	☐	☐	☐
191.287-010	APPRAISER	☐	☐	☐	☐	☐
191.367-010	PERSONAL PROPERTY ASSESSOR; deputy assessor	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
---	OTHERS, NOT CLASSIFIED	XXX	XXX	XXX	XXX	XXX
---		☐	☐	☐	☐	☐
---		☐	☐	☐	☐	☐
---		☐	☐	☐	☐	☐
---		☐	☐	☐	☐	☐
---		☐	☐	☐	☐	☐

DICTIONARY OF OCCUPATIONAL TITLES

Descriptions

160.267-018 ESTIMATOR (profess. & kin.) cost estimator; production estimator. Prepares cost estimates for manufacturing of products, construction projects, or services requested to aid management in bidding on or determining price of product or service.

161.267-014 CREDIT OFFICER, DEALER ACCOUNTS (finan. inst.). Analyzes dealer application for lines of credit to insure that financial condition conforms with policies of bank or financial institution and with requirements for discounting of commercial paper, and analyzes branch offices' discounting activities for profitability.

162.117-014 CONTRACT ADMINISTRATOR (any ind.). Directs activities concerned with contracts for purchase or sale of equipment, materials, products, or services.

162.157-018 BUYER (profess. & kin.) broker. Purchases merchandise or commodities for resale.

162.157-022 BUYER, ASSISTANT (ret. tr.). Performs duties in connection with purchase and sale of merchandise to aid BUYER (profess. & kin.).

162.157-038 PURCHASING AGENT (profess. & kin.) buyer; director, purchasing; manager, purchasing; manager, supply; purchaser. Purchases raw materials or other unprocessed goods for processing, or machinery, equipment, tools, parts, produce, and other supplies or services necessary for operation of organization.

162.167-022 MANAGER, PROCUREMENT SERVICES (profess. & kin.) director, procurement services; manager, material control. Directs and coordinates activities of personnel engaged in purchasing and distributing raw materials, equipment, machinery, and supplies in industrial plant, public utility, or other organization.

163.117-018 MANAGER, PROMOTION (hotel & rest.) director, sales; manager, business promotion; manager, sales. Plans and administers sales policies and programs to foster and promote hotel patronage.

163.167-010 MANAGER, ADVERTISING (print. & pub.). Directs sale of display and classified advertising services for a publication.

163.167-014 MANAGER, CIRCULATION (print. & pub.). Directs sale and distribution of newspapers, books, and periodicals.

163.167-018 MANAGER, SALES (any ind.). Manages sales activities of establishment.

163.167-026 PROPERTY-DISPOSAL OFFICER (any ind.) redistribution-and-marketing officer; surplus-property disposal agent; surplus sales officer. Disposes of surplus property, other than real property, using knowledge of merchandising practices.

163.267-010 FIELD REPRESENTATIVE (bus. ser.; whole. tr.) distribution manager. Monitors dealers and distributors to insure efficiency of franchise operation.

164.117-010 MANAGER, ADVERTISING (any ind.) director, advertising; sales promotion director. Plans and executes advertising policies of organization.

164.117-014 MANAGER, ADVERTISING AGENCY (bus. ser.). Directs activities of an advertising agency.

164.167-010 ACCOUNT EXECUTIVE (bus. ser.). Plans, coordinates, and directs advertising campaign for clients of advertising agency.

165.067-010 PUBLIC-RELATIONS REPRESENTATIVE (profess. & kin.) public-relations practitioner. Plans and conducts public relations program designed to create and maintain favorable public image for employer or client.

165.117-010 DIRECTOR, FUNDRAISING (nonprofit organ.). Directs and coordinates solicitation and disbursement of funds for community social-welfare organization.

165.167-010 SALES-SERVICE PROMOTER (any ind.). Promotes sales and creates goodwill for firm's products or services by preparing displays, touring country, making speeches at retail dealers conventions, and calling on individual merchants to advise on ways and means for increasing sales.

166.117-014 MANAGER, EMPLOYEE WELFARE (profess. & kin.) employee-service officer; manager, welfare. Directs welfare activities for employees of stores, factories, and other industrial and commercial establishments.

166.117-018 MANAGER, PERSONNEL (profess. & kin.). Plans and carries out policies relating to all phases of personnel activity.

166.167-014 DIRECTOR OF PLACEMENT (education) coordinator of placement; director of career resources; director of career planning and placement; manager of student placement service. Coordinates activities of job placement service for students and graduates.

166.167-018 MANAGER, BENEFITS (profess. & kin.) employee services manager; personnel services manager. Manages employee benefits program for establishment.

166.167-022 MANAGER, COMPENSATION (profess. & kin.) wage and salary administrator. Manages compensation program in establishment.

166.167-026 MANAGER, EDUCATION AND TRAINING (education). Plans, coordinates, and directs personnel training and staff development programs for industrial, commercial, service, or governmental establishment.

166.167-030 MANAGER, EMPLOYMENT (Profess. & kin.) employment supervisor. Manages employment activities of establishment.

166.167-038 PORT PURSER (water trans.). Coordinates activities and trains workers concerned with shipboard business functions and social activities for passengers.

166.167-046 SPECIAL AGENT (insurance) sales representative. Recruits independent SALES AGENTS, INSURANCE (insurance) in field and maintains contact between agent and home office.

166.227-010 TRAINING REPRESENTATIVE (education) training instructor. Prepares and conducts training programs for employees of industrial, commercial, service, or governmental establishment.

166.267-010 EMPLOYMENT INTERVIEWER (profess. & kin.) placement interviewer. Interviews job applicants to select persons meeting employer qualifications.

166.267-014 HOSPITAL-INSURANCE REPRESENTATIVE (insurance). Interprets hospital and medical insurance services and benefits to contracting hospital personnel.

166.267-018 JOB ANALYST (Profess. & kin.) personnel analyst. Collects, analyzes, and prepares occupational information to facilitate personnel, administration, and management functions of organization.

166.267-030 RETIREMENT OFFICER (gov. ser.). Provides information and advice concerning provisions and regulations of state-administered retirement program for public employees.

168.167-054 MANAGER, CREDIT AND COLLECTION (any ind.). Directs and coordinates activities of workers engaged in conducting credit investigations and collecting delinquent accounts of customers of commercial establishment, department store, bank, or similar establishment.

168.167-058 MANAGER, CUSTOMER SERVICE (tel. & tel.). Plans, directs, and coordinates activities of workers engaged in receiving, investigating, evaluating, and settling complaints and claims of telegraph customers.

168.167-062 OCCUPATIONAL-SAFETY-AND-HEALTH INSPECTOR (gov. ser.) occupational-safety-and-health-compliance officer. Inspects places of employment to detect unsafe or unhealthy working conditions.

168.167-070 REGULATORY ADMINISTRATOR (tel. & tel.). Directs and coordinates activities of workers engaged in investigating and responding to complaints from telephone subscribers or regulatory agencies concerning rates and services.

168.267-014 CLAIM EXAMINER (insurance). Reviews settled insurance claims to determine that payments and settlements have been made in accordance with company practices and procedures.

168.267-026 DEALER-COMPLIANCE REPRESENTATIVE (ret. tr.; whole. tr.) field representative. Inspects franchise dealerships and distributorships to ascertain compliance with company operating policies and procedures and to require adherence in detected instances.

168.267-038 ELIGIBILITY-AND-OCCUPANCY INTERVIEWER (gov. ser.). Interviews and investigates prospective tenants to determine eligibility for public low-rent housing.

168.287-014 INSPECTOR, QUALITY ASSURANCE (gov. ser.) procurement inspector. Inspects products manufactured or processed by private companies for government use to insure compliance with contract specifications.

168.367-014 RATER, ACCOMMODATIONS (profess. & kin.). Inspects and evaluates travel and tourist accommodations in order to rate facilities to be listed in guidebook produced by employing organization, such as automobile club, tourism promoters, or travel guide publishers.

169.167-010 ADMINISTRATIVE ASSISTANT (any ind.) administrative analyst; administrative officer. Aids executive in staff capacity by coordinating office services, such as personnel, budget preparation and control, housekeeping, records control, and special management studies.

169.167-014 ADMINISTRATIVE SECRETARY (any ind.) executive secretary. Keeps official corporation records and executes administrative policies determined by or in conjunction with other officials.

169.167-018 CONTACT REPRESENTATIVE (gov. ser.). Provides information and assistance to public on government agency programs and procedures.

169.167-038 ORDER-DEPARTMENT SUPERVISOR (any ind.). Coordinates activities of personnel of order-writing department.

169.167-050 SPECIAL AGENT, GROUP INSURANCE (insurance). Explains group insurance programs to promote sale of insurance to prospective clients and establishes bookkeeping system for insurance plan.

169.267-010 CLAIMS ADJUDICATOR (gov. ser.). Adjudicates claims for benefits offered under government social insurance program, such as those dealing with unemployed, retired, or disabled workers, veterans, dependents, or survivors.

169.367-010 EMPLOYMENT-AND-CLAIMS AIDE (gov. ser.). Assists applicants completing application forms for job referrals or unemployment compensation claims.

181.117-010 MANAGER, BULK PLANT (petrol. refin.; ret. tr.) field operating superintendent; terminal superintendent. Manages plant in which gasoline, lubricants, and petroleum fuels are stored and distributed in bulk lots, formulating policies in regard to storage, distribution, and other operating problems.

183.117-010 MANAGER, BRANCH (any ind.) agent; manager, area; manager, division; manager, plant. Directs production, distribution, and marketing operations for branch plant, or an assigned territory of industrial organization.

183.117-014 PRODUCTION SUPERINTENDENT (any ind.) manager, factory; manager, general; manager, plant; manager, production; plant supervisor; superintendent, factory; superintendent, general; superintendent, mill; superintendent, plant; superintendent, production; superintendent, shop. Directs and coordinates, through subordinate supervisory personnel, activities concerned with production of company product (s), utilizing knowledge of product technology, production methods and procedures, and capabilities of machines and equipment.

183.161-010 SUPERVISOR, INSPECTION (aircraft-aerospace mfg.) inspector, chief. Supervises and coordinates activities of workers engaged in testing raw materials and manufactured products in accordance with customer and company quality standards.

183.167-010 BREWING DIRECTOR (malt liquors) brewing superintendent. Develops new or modifies existing brewing formulas and processing techniques and coordinates, through subordinate supervisors, brewing, fermenting, lagering, and malting departments of a brewery.

183.167-014 GENERAL SUPERINTENDENT, MILLING (grain & feed mill.) milling superintendent. Directs operations of a number of grain and feed mills under one establishment.

183.167-018 GENERAL SUPERVISOR (any ind.) department supervisor; division supervisor; process supervisor; production supervisor. Directs and coordinates, through subordinate supervisory personnel, activities of production department (s) in processing materials or manufacturing products in industrial establishment, applying knowledge of production methods, processes, machines and equipment, plant layout, and production capacities of each department.

183.167-022 GENERAL SUPERVISOR (malt liquors). Supervises and coordinates activities of supervisory personnel engaged in brewing operations.

183.167-026 MANAGER, FOOD PROCESSING PLANT (can. & preserv.). Directs and coordinates activities of food processing plant.

184.117-014 DIRECTOR, TRANSPORTATION (motor trans.). Formulates policies, programs, and procedures for transportation system, including schedules, rates, routes, assignment of drivers and vehicles and other terminal operations.

184.117-018 DISTRICT SUPERVISOR (motor trans.) city service supervisor. Selects passenger bus depot sites along routes and sets up agreement between company and agent.

184.117-030 MANAGER, AREA DEVELOPMENT (light, heat, & power) area-development consultant. Negotiates with representatives of industrial, commercial, agricultural, or other interests utilizing electric power or fuel gas to encourage location of facilities in area served by utility.

184.117-050 MANAGER, OPERATIONS (air trans,; motor trans.; r.r. trans.; water trans.) operations manager. Directs and coordinates activities of operations department of air, motor, railroad, or water transportation organization.

184.117-054 MANAGER, REGIONAL (motor trans.). Directs and coordinates regional activities of motor transportation company.

184.117-062 MANAGER, STATION (radio & tv broad.). Directs and coordinates activities of radio or television station.

184.117-066 MANAGER, TRAFFIC (air trans.; motor trans.; water trans.) manager, rates and schedules. Conducts studies on company freight and passenger classifications, rates, and tariffs and formulates changes required to provide for increased revenues and profitability of operations.

184.117-078 SUPERINTENDENT, COMMISSARY (water trans.). Manages commissary department of company operating sea-going vessels.

184.167-038 DISPATCHER, CHIEF (petrol. production; petrol. refin.; pipe lines) I superintendent, scheduling. Plans transmission schedules and operating procedures to direct movement of crude oil, petroleum products, natural gas, or coal slurry through pipelines from transmission terminal to distribution points or destinations.

184.167-042 GENERAL AGENT, OPERATIONS (air trans.; motor trans.; r.r. trans.) service center manager. Directs and coordinates activities of personnel involved in transportation of freight by air, motor, and railway transportation systems.

184.167-054 MANAGER, BUS TRANSPORATION (motor trans.). Directs and coordinates activities of motor bus company to provide passengers with fast, efficient, and safe transportation, either performing duties personally or through subordinate supervisory personnel.

184.167-058 MANAGER, CARGO-AND-RAMP-SERVICES (air trans.). Directs and coordinates, through subordinate supervisory personnel, air transport terminal cargo and ramp activities to provide fast and efficient services for clients and passengers.

184.167-062 MANAGER, COMMUNICATIONS STATION (tel. & tel.). Directs and coordinates, through shift supervisory personnel, operation and maintenance activities of submarine-cable head, microwave-satellite, or coastal radio-telephone station of communications company.

184.167-070 MANAGER, FLIGHT-RESERVATIONS (air trans.). Directs and coordinates, through subordinate personnel, flight reservation activities for certificated commercial or transport company.

184.167-082 MANAGER, STATION (air trans.). Directs and coordinates airline station activities at transport station or terminal point located at airport to provide services for scheduled flight operations.

184.167-086 MANAGER, TELEGRAPH OFFICE (tel. & tel.). Manages activities of branch or local telegraph office.

184.167-094 MANAGER, TRAFFIC (any ind.). Directs and coordinates traffic activities of organization.

184.167-098 MANAGER, TRAFFIC (tel. & tel.) I. Directs traffic operations in central telegraph office.

184.167-102 MANAGER, TRAFFIC (motor trans.) I. Directs and coordinates activities concerned with documentation and routing of outgoing freight, and verification and reshipment of incoming freight, at motor-transportation company warehouse.

184.167-106 MANAGER, TRAFFIC (tel. & tel.) II traffic chief; traffic superintendent. Directs and coordinates telephone traffic activities within specific geographical area.

184.167-110 MANAGER, TRUCK TERMINAL (motor trans.) terminal manager. Directs and coordinates activities of terminal used by trucking concerns as intermediate freight distribution or shipping point.

184.167-114 MANAGER, WAREHOUSE (any ind.) storekeeper; superintendent, storage area; superintendent, warehouse. Directs warehousing activities for commercial or industrial establishment.

184.167-118 OPERATIONS MANAGER (motor trans.). Directs and coordinates activities of workers engaged in crating, moving, and storing household goods and furniture.

184.167-122 PORT-TRAFFIC MANAGER (water trans.). Manages operations of traffic division for port authorities.

184.167-130 STATION MANAGER (r.r. trans.). Directs and coordinates activities of railroad station employees and authorizes departure of trains.

184.167-206 SUPERINTENDENT, STATIONS (motor trans.; r.r. trans.). Manages stations and terminals of buslines, subway, elevated or interurban railway transit system and confers with other transportation companies on matters, such as fares, routes, and schedules.

184.167-214 SUPERINTENDENT, TERMINAL (water trans.). Manages operations of freight terminal to load and discharge ships' cargoes.

184.167-226 SUPERINTENDENT, TRANSPORTATION (any ind.) manager, transportation; motor vehicles supervisor; superintendent, automotive; transportation department head. Directs and coordinates operational activities of automotive equipment department of an establishment.

184.167-242 SUPERVISOR, TERMINAL OPERATIONS (motor trans.). Manages terminal operations of passenger or freight motor transportation company.

184.167-254 TERMINAL SUPERINTENDENT (r.r. trans.) assistant superintendent, transportation. Directs and coordinates activities of personnel involved in transportation and handling of freight within geographic subdivision of railroad.

184.167-274 WHARFINGER, CHIEF (water trans.). Plans and directs activities of persons in wharfinger department to insure that fees assessed shipping companies, using municipal facilities, are in accordance with port tariff.

184.167-278 YARD MANAGER (r.r. trans.). Directs and coordinates activities of workers engaged in makeup and breakup of trains and switching inbound and outbound traffic of railroad yard.

184.267-010 FREIGHT-TRAFFIC CONSULTANT (bus. ser.) transportation consultant. Advises industries, business firms, and individuals concerning methods of preparation of freight for shipment, rates to be applied, and mode of transportation to be used.

184.387-010 WHARFINGER (water trans.). Compiles reports, such as dockage, demurrage, wharfage, and storage, to insure that shipping companies are assessed specified harbor fees.

185.117-010 MANAGER, DEPARTMENT STORE (ret. tr.). Directs and coordinates, through subordinate managerial personnel, activities of department store selling lines of merchandise in specialized departments.

185.137-010 MANAGER, FAST FOOD SERVICES (ret. tr.; whole. tr.). Manages franchised or independent fast food or wholesale prepared food establishment.

185.157-010 FASHION COORDINATOR (ret. tr.) fashion stylist. Promotes new fashions and coordinates promotional activities, such as fashion shows, to induce consumer acceptance.

185.157-014 SUPERVISOR OF SALES (bus. ser.). Coordinates and publicizes tobacco marketing activities within specified area.

185.157-018 WHOLESALER (whole. tr.) II. Exports domestic merchandise to foreign merchants and consumers and imports foreign merchandise for sale to domestic merchants or consumers.

185.167-010 COMMISSARY MANAGER (any ind.). Directs and coordinates activities of commissary store to sell to or provide company employees or other eligible customers with foodstuffs, clothing, or other merchandise.

185.167-014 MANAGER, AUTOMOBILE SERVICE STATION (ret. tr.). Manages automobile service station.

185.167-018 MANAGER, DISTRIBUTION WAREHOUSE (whole. tr.). Directs and coordinates activities of wholesaler's distribution warehouse.

185.167-022 MANAGER, FOOD CONCESSION (hotel & rest.). Manages refreshment stand or other food concession at public gatherings, sports events, amusement park, or similar facility.

185.167-026 MANAGER, MACHINERY-OR-EQUIPMENT, RENTAL AND LEASING (any ind.). Directs and coordinates activities of establishment engaged in renting or leasing machinery, tools and equipment to companies involved in business operations such as manufacturing, petroleum production, construction or materials handling, or to individuals for personal use.

185.167-030 MANAGER, MEAT SALES AND STORAGE (ret. tr.; whole. tr.). Coordinates activities of workers engaged in buying, processing, and selling meats and poultry and renting frozen food lockers.

185.167-034 MANAGER, MERCHANDISE (ret. tr.; whole. tr.) director, merchandise. Formulates merchandising policies and coordinates merchandising activities in wholesale or retail establishment.

185.167-038 MANAGER, PARTS (ret. tr.; whole. tr.) manager, stockroom. Manages retail or wholesale automotive parts establishment or department of repair shop or service station.

185.167-042 MANAGER, PROFESSIONAL EQUIPMENT SALES-AND-SERVICE (bus. ser.). Directs and coordinates activities of establishment engaged in sale of professional equipment and supplies, and providing customer services, to organizations in such fields as medicine and medical services, engineering, and education.

185.167-046 MANAGER, RETAIL STORE (ret. tr.). Manages retail store engaged in selling specific line of merchandise, as groceries, meat, liquor, apparel, jewelry, or furniture; related lines of merchandise, as radios, televisions, and household appliances; or general line of merchandise, performing duties personally or supervising employees performing duties.

185.167-050 MANAGER, TEXTILE CONVERSION (bus. ser.; whole. tr.). Directs and coordinates activities of firm engaged in purchasing, finishing, and wholesaling textile fabrics, or in finishing fabrics for trade on commission basis.

185.167-054 MANAGER, TOBACCO WAREHOUSE (whole. tr.). Manages tobacco warehouse.

185.167-062 SUPERVISOR, LIQUOR STORES AND AGENCIES (gov. ser.). Directs activities of alcoholic beverage control authority in counties or other governmental units of states operating retail liquor stores.

185.167-066 VENDING-STAND SUPERVISOR (gov. ser.) operations supervisor; vending-enterprises supervisor. Coordinates activities of persons engaged in vending-stand operations of State program for rehabilitation of the blind.

185.167-070 WHOLESALER (whole. tr.) I. Manages establishment engaged in purchasing, wholesaling, and distributing merchandise, such as furniture and home furnishings, construction materials and supplies, metals and minerals, electrical goods, drugs and drug proprietaries, groceries and foodstuffs, and professional equipment and supplies to retailers, industrial and commercial consumers, or professional personnel.

186.117-010 BUSINESS MANAGER, COLLEGE OR UNIVERSITY (education.). Administers business affairs of college or university.

186.117-022 DEPUTY INSURANCE COMMISSIONER (gov. ser.). Directs investigative, examining, and surety bonding activities of State Insurance Commission to insure that companies and agents comply with provisions of insurance regulations and laws.

186.117-030 GENERAL CLAIMS AGENT (air trans.; motor trans.; r.r. trans.; water trans.). Directs and coordinates activities involving claims against transportation company for shortages in or damaged freight, accidental death or injury to persons or employees, and private property damages.

186.117-038 MANAGER, FINANCIAL INSTITUTION (finan. inst.). Manages branch or office of financial institutions, such as bank, finance company, mortgage banking company, savings and loan association, or trust company.

186.117-042 MANAGER, LAND DEVELOPMENT (real estate). Coordinates activities of land development company and negotiates with representatives of real estate, business, and industrial organizations, and community leaders to acquire and develop land.

186.117-046 MANAGER, LEASING (petrol. production) general manager, land department; land-and-leases supervisor; land department head; lease agent; leases-and-land supervior; manager, land department; superintendent, land department. Directs land and leasing department of petroleum company to secure leases, options, right-of-way, and special agreements governing land and mineral rights for drilling wells and producing gas and oil.

186.117-058 REAL-ESTATE AGENT (profess. & kin.) land agent. Coordinates activities of real-estate department of company and negotiates acquisition and disposition of properties in most beneficial manner.

186.117-062 RENTAL MANAGER, PUBLIC EVENTS FACILITIES (bus. ser.). Negotiates contracts for leasing arenas, auditoriums, stadiums, or other public events facilities.

186.117-066 RISK AND INSURANCE MANAGER (any ind.) insurance and risk manager. Plans, directs, and coordinates risk and insurance programs of establishment to control risks and losses.

186.137-010 SUPERVISOR, SAFETY DEPOSIT (finan. inst.) manager, safe desposits. Supervises and coordinates activities of workers engaged in renting and maintaining safe-deposits boxes.

186.167-018 MANAGER, APARTMENT HOUSE (real estate). Manages apartment house complex or development for owners or property management firm.

186.167-022 MANAGER, CREDIT CARD OPERATIONS (profess. & kin.). Directs and coordinates credit card operations for bank, commercial concern, or credit card company.

186.167-026 MANAGER, CREDIT UNION (finan. inst.). Directs and coordinates activities of federal or state chartered credit union engaged in providing savings and loan services to members.

186.167-030 MANAGER, HOUSING PROJECT (profess. & kin.). Directs operations of housing project to provide low-income or military families, welfare recipients, or other eligible individuals with furnished or unfurnished housing in single or multi-unit dwellings or house trailers.

186.167-034 MANAGER, INSURANCE OFFICE (insurance) district agent. Directs and coordinates activities of branch or district office of insurance company, agency, or brokerage firm.

186.167-042 MANAGER, MARKET (ret. tr.; whole tr.). Directs and coordinates activities of municipal, regional, or state fruit, vegetable, or meat market or exchange.

186.167-046 MANAGER, PROPERTY (real estate). Manages commercial, industrial, or residential real estate properties for clients.

186.167-050 OPERATIONS OFFICER (finan. inst.). Directs and coordinates activities of personnel involved in performing internal operations in department or branch office of financial institution, such as bank or savings and loan association.

186.267-010 BONDING AGENT (bus. ser.) bail bonding agent. Investigates arrested person to determine bondability.

186.267-014 LOAN COUNSELOR (finan. inst.) collection analyst; loan-servicing officer. Analyzes loan contracts and attempts to obtain payment of overdue installments.

186.267-018 LOAN OFFICER (finan. inst.; insurance). Examines, evaluates, authorizes or recommends approval of customer applications for lines or extension of lines of credit, commercial loans, real estate loans, consumer credit loans, or credit card accounts.

187.117-014 DIRECTOR, COMMUNITY ORGANIZATION (nonprofit organ.) community planning director, community chest; director, council of social agencies; director; director, federated fund; director, united fund; executive, community planning.

87.117-030 EXECUTIVE VICE PRESIDENT, CHAMBER OF COMMERCE (nonprofit organ.) manager, chamber of commerce. Directs activities of chamber of commerce to promote business, industrial and job development, and civic improvements in community.

187.117-034 GENERL MANAGER, ROAD PRODUCTION (amuse. & rec.). Directs and coordinates activities concerned with setting up facility for performances of circus, ice skating show, rodeo, or similar touring road show.

187.117-038 MANAGER, HOTEL OR MOTEL (hotel & rest.) manager, general; manager, motor hote manager, motor inn; manager, resident. Manages hotel or motel to insure efficient and profitable operation.

187.117-042 MANAGER, RECREATION ESTABLISHMENT (amuse. & rec.). Manages recreation establishment, such as dancehall, sports arena, or auditorium, to provide entertainment to public.

187.117-046 PROGRAM DIRECTOR, GROUP WORK (profess. & kin.). Plans, organizes, and directs activity program of group work agency or department, or scouting organization.

187.117-054 SUPERINTENDENT, RECREATION (gov. ser.) director, recreation. Plans, promotes, organizes, and administers public recreation service for entire community, under policies established by public managing authority.

187.137-010 RECREATION SUPERVISOR (profess. & kin.) area supervisor; district director; recreation specialist.

187.137-014 SUPERVISOR, VOLUNTEER SERVICES (profess. & kin.) volunteer services assistant. Supervises volunteer workers and coordinates activities in specified project or work area within organization to help strengthen and extend selected public or private programs and projects.

187.161-014 MANAGER, HANDICRAFT-OR-HOBBY SHOP (amuse. & rec.). Manages hobby shops and coordinates activities of workers engaged in conducting classes in one or more crafts, such as woodworking, photography, and leather tooling for hobby or craft shop.

187.167-018 BUSINESS REPRESENTATIVE, LABOR UNION (profess. & kin.). Manages business affairs of labor union.

187.167-022 COORDINATOR, VOLUNTEER SERVICES (social ser.) volunteer coordinator. Coordinates student and community volunteer services program in organizations engaged in public, social, and welfare activities.

187.167-030 DIRECTOR, FUNERAL (per. ser.) manager, funeral home; mortician; undertaker. Arranges and directs funeral services.

187.167-038 DIRECTOR, VOLUNTEER SERVICES (social ser.). Directs activities of volunteer agencies and workers offering their services to hospitals, social service, and community agencies.

187.167-042 DIVISION MANAGER, CHAMBER OF COMMERCE (nonprofit organ.) department manager, chamber of commerce. Directs and administers activities of department of chamber of commerce, such as domestic trade, construction industries, or aviation and space departments.

187.167-054 MANAGER, AQUATIC FACILITY (amuse. & rec.). Manages sea circus facility.

187.167-058 MANAGER, BARBER OR BEAUTY SHOP (per. ser.). Manages business operations and directs personal service functions of barber or beauty shop.

187.167-062 MANAGER, BRANCH OPERATION EVALUATION (hotel & rest.). Examines, analyzes, and evaluates operations of individual branches of a chain of restaurants, motels, or other facilities to insure adherence to company standards and policies.

187.167-066 MANAGER, CAMP (const.; logging). Directs and coordinates activities of workers concerned with preparing and maintaining buildings and facilities in residential construction or logging camp.

187.167-074 MANAGER, CEMETERY (per. ser.) superintendent, cemetery. Directs cemetery program and coordinates activities of workers engaged in providing burial services and maintaining cemetery grounds.

187.167-078 MANAGER, CONVENTION (hotel & rest.). Coordinates activities of staff and convention personnel to make arrangements for group meetings and conventions to be held in hotel.

187.167-082 MANAGER, CUSTOMER SERVICES (bus. ser.; ret. tr.). Directs and coordinates customer service activities of establishment to install, service, maintain, and repair durable goods, such as machines, equipment, major appliances, or other items sold, leased, or rented with service contract or warranty.

187.167-086 MANAGER, DANCE STUDIO (education). Sells dancing lessons and coordinates activities of branch dance studio, in accord with policies established by head office of chain.

187.167-094 MANAGER, DUDE RANCH (amuse. & rec.). Directs operation of dude ranch.

187.167-098 MANAGER, EMPLOYMENT AGENCY (profess. & kin.). Manages employment services and business operations of private employment agency.

187.167-102 MANAGER, FISH-AND-GAME CLUB (amuse. & rec.). Manages fish and game club for owner or membership.

187.167-106 MANAGER, FOOD SERVICE (hotel & rest.; per. ser.). Coordinates food service activities of hotel, restaurant, or other similar establishment or at social functions.

187.167-110 MANAGER, FRONT OFFICE (hotel & rest.). Coordinates front-office activities of hotel or motel and resolves problems arising from guests' complaints, reservation and room assignment activities, and unusual requests and inquiries.

187.167-114 MANAGER, GOLF CLUB (amuse. & rec.). Manages golf club to provide entertainment for patrons.

187.167-118 MANAGER, GUN CLUB (amuse. & rec.) manager, range; range master. Manages activities of gun club.

187.167-122 MANAGER, HOTEL RECREATIONAL FACILITIES (amuse. & rec.). Manages hotel or motel recreational facilities.

187.167-126 MANAGER, LIQUOR ESTABLISHMENT (hotel & rest.) manager, club. Coordinates activities of workers engaged in selling alcoholic beverges for consumption on premises.

187.167-138 MANAGER, SALES (clean., dye., & press.). Manages sales functions of drycleaning establishment.

187.167-146 MANAGER, SKATING RINK (amuse. & rec.). Manages ice or roller skating rink and coordinates activities of workers engaged in selling admission tickets, issuing skates to patrons, and enforcing skating rules and regulations on floor.

187.167-150 MANAGER, STORAGE GARAGE (auto. ser.). Supervises attendants and coordinates operation of automobile storage garage or parking lot.

187.167-154 MANAGER, THEATER (amuse. & rec.) manager, house. Manages theater for stage productions or motion pictures.

187.167-158 MANAGER, TRAVEL AGENCY (bus. ser.; ret. tr.). Manages travel agency.

187.167-162 MANAGER, VEHICLE LEASING AND RENTAL (auto. ser.). Manages automobile and truck leasing business.

187.167-166 MANAGER, WINTER SPORTS (amuse. & rec.). Directs sports program at winter resort and coordinates activities of resort employees.

187.167-186 RESIDENCE SUPERVISOR (any ind.) adviser; chaperon; cottage parent; house manager. Coordinates variety of activities for residents of boarding school, college fraternity or sorority house, care and treatment institution, children's home, or similar establishment.

187.167-194 SUPERINTENDENT, LAUNDRY (laund.). Manages laundry plant in linen supply establishment or commercial or industrial laundry.

187.167-198 VETERANS CONTACT REPRESENTATIVE (nonprofit organ.) laison officer; national insurance officer; national service officer; rehabilitation officer; service officer; veterans' claims representative; veterans' counselor; veterans' service officer. Advises and aids veterans or dependents in presenting disability, insurance, or pension claims for benefits under Federal, State, or local laws.

188.117-014 BUSINESS-ENTERPRISE OFFICER (gov. ser.) area specialist. Plans and directs self-employment rehabilitation programs for handicapped persons throughout State or region.

188.117-030 COMMISSIONER, PUBLIC WORKS (gov. ser.) public works commissioner. Directs and coordinates activities of city departments of public works and utilities.

188.117-046 DIRECTOR, COMPLIANCE (gov. ser.). Directs human relations program.

188.117-050 DIRECTOR, CONSUMER AFFAIRS (gov. ser.). Administers consumer affairs program.

188.117-058 DIRECTOR, COUNCIL ON AGING (gov. ser.) regional coordinator for aging. Directs local or statewide services to promote understanding and resolution of senior citizens problems.

188.117-066 DIRECTOR, LABOR STANDARDS (gov. ser.). Directs labor standards program.

188.117-078 DIRECTOR, EMPLOYMENT SERVICES (gov. ser.). Administers employment service program.

188.117-086 DIRECTOR, MERIT SYSTEM (gov. ser.). Directs administration of statewide merit system qualifying examinations.

188.117-110 HOUSING-MANAGEMENT OFFICER (gov. ser.). Directs and coordinates activities concerned with providing advice and technical assistance to housing authorities and evaluating housing management programs.

188.117-122 PROPERTY-UTILIZATION OFFICER (gov. ser.) business-service officer; manager, surplus property. Coordinates property procurement and maintenance activities, and negotiates with representatives to effect property transfers and sales, rental, and leasing contracts for government agency.

188.137-010 SUPERVISOR (gov. ser.). Supervises and coordinates activities of personnel engaged in carrying out departmental objectives in unit of governmental agency, utilizing knowledge of agency purposes, rules, regulations, procedures, and practices.

188.167-010 APPRAISER (gov. ser.) deputy assessor. Appraises real and personal property to determine fair value and assesses taxes in accordance with prescribed schedules.

188.167-042 DIRECTOR, STATE-ASSESSED PROPERTIES (gov. ser.). Directs local or statewide program of real estate and property assessment equalization to facilitate adjustments in tax base and rates resulting from changes in property values.

188.167-058 MANAGER, OFFICE (gov. ser.). Manages local, district, or regional office of gover mental agency or department to provide public or other individuals with designated services, or implement laws, codes, programs, or policies prescribed by legislative bodies.

188.167-062 PARK SUPERINTENDENT (gov. ser.) supervisory park ranger. Coordinates activities of PARK RANGERS (gov. ser.) and other workers engaged in development, protection, and utilization of national, state, or regional park.

188.167-066 POSTMASTER (gov. ser.). Coordinates activities of workers engaged in postal and related work in assigned post office.

188.167-070 RELOCATION COMMISSIONER (gov. ser.). Advises and assists individuals affected by condemnation proceedings necessary to public improvement programs, such as highway or flood-control projects.

188.167-086 SECTIONAL CENTER MANAGER, POSTAL SERVICE (gov. ser.). Directs and coordinates operational, management, and supportive services of associate post offices within district area known as sectional center.

188.167-098 SUPERINTENDENT, SANITATION (gov. ser.) director, sanitation bureau. Plans and directs establishment of collection routes and assignment of personnel and equipment.

188.167-106 UNCLAIMED PROPERTY OFFICER (gov. ser.). Directs activities of State unclaimed property disposal office.

189.117-018 MANAGER, CUSTOMER TECHNICAL SERVICES (profess. & kin.). Directs and coordinates activities of department in manufacturing establishment concerned with providing customers technical services in conjunction with marketing activities.

189.117-022 MANAGER, INDUSTRIAL ORGANIZATION (any ind.) general manager, industrial organization; manager, general; plant superintendent, industrial organization. Directs and coordinates activities of industrial organization to obtain optimum efficiency and economy of operations and maximize profits.

189.167-014 DIRECTOR, SERVICE (ret. tr.) manager, operating and occupancy; superintendent, nonselling; superintendent, operating. Directs operating and nonselling services, such as building maintenance, warehousing, and payroll, in department store.

189.167-018 MANAGEMENT TRAINEE (any ind.). Performs assigned duties, under close direction of experienced personnel, to gain knowledge and experience required for promotion to management positions.

189.167-022 MANAGER, DEPARTMENT (any ind.) department head, superintendent. Directs and coordinates, through subordinate supervisory personnel, departmental activities and functions in commercial, industrial, or service establishment, utilizing knowledge of department functions and company policies, standards, and practices.

189.167-026 MEMBERSHIP DIRECTOR (profess. & kin.). Organizes chapters of fraternal society, lodge, or similar organization and surveys conditions in branches already established.

189.167-030 PROGRAM MANAGER (profess. & kin.). Manages program to insure that implementation and prescribed activities are carried out in accordance with specified objectives.

191.117-014 BOOKING MANAGER (amuse. & rec.) booker; booking agent. Books performers, theatrical or ballet productions, variety or nightclub acts, concert or lecture series, trade shows, or other popular or classical attractions for entertainment in various establishments, as theaters, showplaces, clubs, or halls.

191.117-018 BUSINESS MANAGER (amuse. & rec.) business agent. Manages financial affairs of entertainers and negotiates with agents and representatives for contracts and appearances.

191.117-038 MANAGER, TOURING PRODUCTION (amuse. & rec.) manager, theatrical production; manager, touring.

191.157-010 PAWNBROKER (ret. tr.). Estimates pawn or pledge value of articles, such as jewelry, cameras, and musical instruments, and lends money to customer.

191.167-014 CLAIM AGENT (petrol. production; pipe lines). Interviews property holders and adjusts damage claims resulting from activities connected with prospecting, drilling, and production of oil and gas, and laying of pipelines on private property.

191.267-010 APPRAISER, REAL ESTATE (real estate). Appraises improved or unimproved real property to determine value for purchase, sale, investment, mortgage, or loan purposes.

191.287-010 APPRAISER (any ind.). Appraises merchandise, fixtures, machinery, and equipment of business firms to ascertain values for such purposes as approval of loans, issuance of insurance policies, disposition of estates, and liquidation of assets of bankrupt firms.

191.367-010 PERSONAL PROPERTY ASSESSOR (gov. ser.) deputy assessor. Prepares lists of personal property owned by householders and merchants in assigned area to facilitate tax assessment, showing number and estimated value of taxable items designated in regulations.

APPENDIX B-3

Career Opportunity Survey Results

CAREER OPPORTUNITIES SURVEY

The following jobs have been identified as career possibilities for graduates from General Business Administration programs in North Carolina. These jobs may or may not exist for these graduates--some jobs may not require any education beyond the high school level and, as such, would not be preferred employment for these graduates; some jobs may require a concentrated major, as accounting, real estate, or marketing; some jobs simply may not be available in North Carolina. In addition, there may be potential job opportunities in North Carolina for graduates of the General Business Administration programs which have not been identified. The goal of this survey is to more sharply define the career opportunity possibilities for graduates of General Business Administration programs.

Please indicate your opinions as to whether these employment opportunities exist in North Carolina for graduates of a General Business Administration program by checking (✓) the appropriate response box beside of each listed job. (The *Dictionary of Occupational Titles* code can be used to obtain a description of the job from your Department Head.) Please list any other career opportunities that you may know about at the end of each major category.

After you have indicated that an employment possibility exists for a job, express your opinion on where training for that job should occur--at the community college/technical institute or technical college level, at the four-year college level, or at both or a combination of both levels.

Please return the survey to the Head of the Business Administration Department at your community college/technical institute or technical college by August 31.

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
050	OCCUPATIONS IN ECONOMICS This group includes occupations concerned with research and application of economic principles relating to sources of income, expenditures, development of natural resources, and production and consumption of goods.	XXX	XXX	XXX	XXX	XXX
---	______________________ (Other)	☐	☐	☐	☐	☐
---	______________________ (Other)	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
160	ACCOUNTANTS AND AUDITORS This group includes occupations concerned with examining, analyzing, and interpreting accounting records for the purpose of giving advice or preparing statements. It also includes occupations involved in devising or installing accounting systems and advising on cost-recording systems or other financial and budgetary data.	XXX	XXX	XXX	XXX	XXX
160.267-018	ESTIMATOR; cost estimator; production estimator	62	7	24	14	34
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
161	BUDGET AND MANAGEMENT SYSTEMS ANALYSIS OCCUPATIONS This group includes occupations concerned with reviewing, examing, and evaluating the organizational structures, administrative policies, and management systems of organizations.	XXX	XXX	XXX	XXX	XXX
161.267-014	CREDIT OFFICER, DEALER ACCOUNTS	74	6	22	23	36
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
162	PURCHASING MANAGEMENT OCCUPATIONS This group includes occupations concerned with negotiating and contracting for the purchase of equipment, products, and supplies for industrial plants, utilities, governmental units, or other establishments, and the purchasing of merchandise for resale; determining quantity and quality to be purchased, costs, delivery dates, contract conditions, sources of supply, and taking inventories.	XXX	XXX	XXX	XXX	XXX
162.117-014	CONTRACT ADMINISTRATOR	74	10	18	29	29
162.157-018	BUYER; broker	75	5	28	11	41
162.157-022	ASSISTANT BUYER	72	4	50	2	25
162.157-038	PURCHASING AGENT; buyer; purchasing director; purchasing manager; supply manager; purchaser	78	3	33	16	36
162.167-022	PROCUREMENT SERVICES MANAGER; procurement services director; material control manager	72	2	29	23	29
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
163	SALES AND DISTRIBUTION MANAGEMENT OCCUPATIONS This group includes occupations concerned with managing sales and marketing for a manufacturer, retail or wholesale house, jobber, or other establishment.	XXX	XXX	XXX	XXX	XXX

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina? Yes	No	Where Should Training Be Available? CC/TI	4-Year C/U	Both
163.117-018	PROMOTION MANAGER; sales director; business promotion manager; sales manager	70	6	16	26	38
163.167-010	ADVERTISING MANAGER	70	6	29	28	[illegible]
163.167-014	CIRCULATION MANAGER	67	6	36	6	30
163.167-018	SALES MANAGER	65	7	26	11	40
163.167-022	UTILITY SALES AND SERVICE MANAGER; general superintendent, power sales and service	67	7	23	20	29
163.167-026	PROPERTY-DISPOSAL OFFICER; redistribution-and-marketing officer; surplus-property disposal agent; surplus sales officer	57	17	21	20	29
163.267-010	FIELD REPRESENTATIVE; distribution manager	69	5	28	9	33
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
164	ADVERTISING MANAGEMENT OCCUPATIONS This group includes occupations concerned with influencing consumer preference for goods and services, either as an employee of the organization served or as a member of an agency under contract; managing advertising programs and campaigns; and, in advertising agencies, managing customers' accounts.	XXX	XXX	XXX	XXX	XXX
164.117-010	ADVERTISING MANAGER; advertising director; sales promotion director	63	4	9	27	33

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
164.117-014	ADVERTISING AGENCY MANAGER	65	10	8	30	34
164.167-010	ACCOUNT EXECUTIVE	67	10	13	25	38
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
165	PUBLIC RELATIONS MANAGEMENT OCCUPATIONS This group includes occupations concerned with selection or development of favorable persuasive material and its distribution through personal contact or various communications media, in order to promote goodwill, develop credibility, or create favorable public image for individual, establishment, group, or organization.	XXX	XXX	XXX	XXX	XXX
165.067-010	PUBLIC-RELATIONS REPRESENTATIVE; public-relations practitioner	75	3	13	32	34
165.117-010	FUNDRAISING DIRECTOR	64	12	22	20	26
165.167-010	SALES-SERVICE PROMOTER	67	10	33	5	33
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
166	PERSONNEL ADMINISTRATION OCCUPATIONS This group includes occupations concerned with formulating policies relating to the personnel administration of an organization	XXX	XXX	XXX	XXX	XXX

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
	and conducting programs concerning employee recruitment, selection, training, development, retention, promotion, compensation, benefits, labor relations, and occupational safety.					
166.117-014	EMPLOYEE WELFARE MANAGER; employee-service officer; welfare manager	70	11	10	29	38
166.117-018	PERSONNEL MANAGER	75	2	9	36	36
166.167-014	DIRECTOR OF PLACEMENT; coordinator of placement; director of career resources; director of career planning and placement; manager of student placement service	71	7	5	41	30
166.167-018	BENEFITS MANAGER; employee services manager; personnel services manager	67	9	20	16	39
166.167-022	COMPENSATION MANAGER; wage and salary administrator	68	7	15	27	34
166.167-026	EDUCATION AND TRAINING MANAGER	68	6	7	31	40
166.167-030	EMPLOYMENT MANAGER; employment supervisor	69	6	18	18	38
166.167-038	PORT PURSER	43	24	11	6	28
166.167-046	SPECIAL AGENT; sales representative	58	10	22	10	36
166.227-010	TRAINING REPRESENTATIVE; training instructor	64	9	20	17	37
166.267-010	EMPLOYMENT INTERVIEWER; placement interviewer.	66	9	35	7	38

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
166.267-014	HOSPITAL-INSURANCE REPRESENTATIVE	67	8	33	12	30
166.267-018	JOB ANALYST; personnel analyst	69	7	13	30	30
166.267-030	RETIREMENT OFFICER	55	19	18	13	34
---	____ (Other)					
---	____ (Other)					
168	MANAGERIAL AND PUBLIC SERVICE INSPECTORS AND INVESTIGATORS This group includes occupations concerned with examining the condition of persons, plants, and animals; the quality of consumer products and services; and the operations of establishments, serving in the capacity of a governmental or private inspector or investigator in order to verify compliance with and enforcement of regulatory laws, health, and safety laws, or the establishment's quality standards.	XXX	XXX	XXX	XXX	XXX
168.167-054	CREDIT AND COLLECTION MANAGER	78	2	39	12	30
168.167-058	CUSTOMER SERVICE MANAGER	76	3	41	6	32
168.167-062	OCCUPATIONAL-SAFETY-AND-HEALTH INSPECTOR; occupational-safety-and-health-compliance officer	70	8	35	15	29
168.167-070	REGULATORY ADMINISTRATOR	68	12	18	22	31
68.267-014	CLAIM EXAMINER	64	8	44	7	26

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
168.267-026	DEALER-COMPLIANCE REPRESENTATIVE: field representative	62	9	26	8	27
168.267-038	ELIGIBILITY-AND-OCCUPANCY INTERVIEWER	53	14	28	5	20
168.287-014	QUALITY ASSURANCE INSPECTOR; procurement inspector	54	14	27	8	21
168.367-014	TRAVEL ACCOMMODATIONS RATER	43	21	28	2	16
---	______________________ (Other)	☐	☐	☐	☐	☐
---	______________________ (Other)	☐	☐	☐	☐	☐
169	OCCUPATIONS IN ADMINISTRATIVE SPECIALIZATIONS (not elsewhere classified) This group includes occupations, not elsewhere classified, concerned with administrative specializations.	XXX	XXX	XXX	XXX	XXX
169.167-010	ADMINISTRATIVE ASSISTANT; administrative analyst; administrative officer	73	☐	21	23	30
169.167-014	ADMINISTRATIVE SECRETARY; executive secretary	70	3	47	5	20
169.167-018	CONTACT REPRESENTATIVE	57	11	44	1	18
169.167-038	ORDER-DEPARTMENT SUPERVISOR	63	8	49	3	13
169.167-050	GROUP INSURANCE SPECIAL AGENT	54	10	49	11	14
169.267-010	CLAIMS ADJUDICATOR	61	9	41	6	21
169.367-010	EMPLOYMENT-AND-CLAIMS AIDE	56	12	46	2	13

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
---	____________ (Other)	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
180	AGRICULTURE, FORESTRY, AND FISHING INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with operation for owners or other entities of all types of farms, ranches, hatcheries, and game preserves, including crop production and care of livestock for commercial use; care of timber tracts and reforestation activities; and commercial fishing, and related managerial services incidental to the industries.	XXX	XXX	XXX	XXX	XXX
---	____________ (Other)	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
181	MINING INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with exploration and development of mineral properties; extracting minerals, such as coal and ores, liquid petroleum, and gases; quarrying, well operation, and mining.	XXX	XXX	XXX	XXX	XXX
181.117-010	BULK PLANT MANAGER; field operating superintendent; terminal superintendent	57	14	18	14	31

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
---	________ (Other)	☐	☐	☐	☐	☐
---	________ (Other)	☐	☐	☐	☐	☐
182	CONSTRUCTION INDUSTRY MANAGERS AND OFFICIALS This group includes managerial and contractual occupations concerned with construction of dwellings, office buildings, stores, farm buildings, bridges, roads, and similar structures; plumbing, painting, electrical, carpentry, site preparation, and landscaping work.	XXX	XXX	XXX	XXX	XXX
---	________ (Other)	☐	☐	☐	☐	☐
---	________ (Other)	☐	☐	☐	☐	☐
183	MANUFACTURING INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with plants, factories, or mills which use power-driven machines and materials-handling equipment to bring about mechanical or chemical transformation of organic or inorganic substances into products.	XXX	XXX	XXX	XXX	XXX
183.117-010	BRANCH MANAGER; agent; area manager; division manager; plant manager	69	3	4	24	23

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
183.117-014	PRODUCTION SUPERINTENDENT; factory manager; general manager; plant manager; production manager; plant supervisor; factory superintendent; general superintendent; mill superintendent; plant superintendent; production superintendent; shop superintendent	68	3	10	19	36
183.161-010	INSPECTION SUPERVISOR; chief inspector	65	9	25	8	36
183.167-010	BREWING DIRECTOR; brewing superintendent	48	24	14	13	21
183.167-014	GENERAL SUPERINTENDENT, MILLING; milling superintendent	66	7	25	13	27
183.167-018	GENERAL SUPERVISOR; department supervisor; division supervisor; process supervisor; production supervisor	69	5	23	16	33
183.167-022	GENERAL SUPERVISOR	61	10	22	9	33
183.167-026	FOOD PROCESSING PLANT MANAGER	56	13	12	16	28
---	____________ (Other)	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
184	TRANSPORTATION, COMMUNICATION, AND UTILITIES INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with passenger and freight transportation by railway, highway, water,	XXX	XXX	XXX	XXX	XXX

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
	or air; furnishing services relating to transportation; petroleum pipeline transportation; warehousing; telephone and telegraph communication services; radio broadcasting and television; and the supplying of electricity, gas, steam, water, or sanitary services.					
184.117-014	TRANSPORTATION DIRECTOR	64	8	8	26	28
184.117-018	DISTRICT SUPERVISOR; city service supervisor	60	9	13	24	23
184.117-030	AREA DEVELOPMENT MANAGER; area-development consultant	62	7	5	27	30
184.117-050	OPERATIONS MANAGER	65	4	16	21	29
184.117-054	REGIONAL MANAGER	61	6	10	21	28
184.117-062	STATION MANAGER	61	9	31	9	23
184.117-066	TRAFFIC MANAGER; rates and schedules manager	63	8	33	9	22
184.117-078	COMMISSARY SUPERINTENDENT	49	17	21	8	18
184.167-038	CHIEF DISPATCHER I; scheduling superintendent	56	14	33	6	16
184.167-042	GENERAL OPERATIONS AGENT	57	10	28	5	24
184.167-054	BUS TRANSPORTATION MANAGER	54	16	29	4	18
184.167-058	CARGO-AND-RAMP-SERVICES MANAGER	55	15	40	4	12
184.167-062	COMMUNICATIONS STATION MANAGER	58	4	31	11	17

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/TI	4-Year C/U	Both
184.167-070	FLIGHT-RESERVATIONS MANAGER	58	13	39	4	16
184.167-082	STATION MANAGER	58	11	32	6	21
184.167-086	TELEGRAPH OFFICE MANAGER	58	13	39	1	15
184.167-094	TRAFFIC MANAGER	51	11	29	3	29
184.167-098	TRAFFIC MANAGER I	52	15	27	4	20
184.167-102	TRAFFIC MANAGER I	46	12	27	5	19
4.167-106	TRAFFIC MANAGER II; traffic chief; traffic superintendent	57	10	27	8	24
184.167-110	TRUCK TERMINAL MANAGER: terminal manager	62	7	33	7	23
184.167-114	WAREHOUSE MANAGER; storekeeper; storage area superintendent; warehouse superintendent	67	5	47	4	16
184.167-118	OPERATIONS MANAGER	60	7	34	8	21
184.167-122	PORT-TRAFFIC MANAGER	52	16	24	8	19
184.167-130	STATION MANAGER	55	11	35	3	19
184.167-206	STATIONS SUPERINTENDENT	54	11	27	8	22
184.167-214	TERMINAL SUPERINTENDENT	56	10	26	10	21
184.167-226	TRANSPORTATION SUPERINTENDENT: transportation manager; motor vehicles supervisor; automotive superintendent; transportation department head	60	8	20	12	29
84.167-242	TERMINAL OPERATIONS SUPERVISOR	55	10	26	9	23

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
184.167-254	TERMINAL SUPERINTENDENT; assistant superintendent, transportation	56	9	24	8	24
184.167-274	CHIEF WHARFINGER	37	25	14	4	9
184.167-278	YARD MANAGER	45	17	38	3	5
184.267-010	FREIGHT-TRAFFIC CONSULTANT; transportation consultant	46	14	20	6	20
184.387-010	WHARFINGER	24	25	17	1	7
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
185	WHOLESALE AND RETAIL TRADE MANAGERS AND OFFICIALS This group includes managerial occupations concerned with selling merchandise to retailers; to industrial, commercial, institutional or professional users; or to other wholesalers; or acting as agents in buying merchandise for or selling merchandise to such persons or companies.	XXX	XXX	XXX	XXX	XXX
185.117-010	DEPARTMENT STORE MANAGER	70	4	12	26	38
185.137-010	FAST FOOD SERVICES MANAGER	67	6	48	5	19
185.157-010	FASHION COORDINATOR; fashion stylist	63	4	28	7	30
185.157-014	SUPERVISOR OF SALES	68	4	29	8	35

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
185.157-018	WHOLESALER II	54	14	21	4	27
185.167-010	COMMISSARY MANAGER	58	14	28	3	22
185.167-014	AUTOMOBILE SERVICE STATION MANAGER	65	8	53	1	11
185.167-018	DISTRIBUTION WAREHOUSE MANAGER	62	9	42	5	16
185.167-022	FOOD CONCESSION MANAGER	63	9	48	1	13
185.167-026	MACHINERY-OR-EQUIPMENT, RENTAL AND LEASING MANAGER	63	8	40	4	18
185.167-030	MEAT SALES AND STORAGE MANAGER	66	6	43	3	14
185.167-034	MERCHANDISE MANAGER; merchandise director	43	4	34	14	24
185.167-038	PARTS MANAGER; stockroom manager	67	4	60	1	9
185.167-042	PROFESSIONAL EQUIPMENT SALES-AND-SERVICE MANAGER	65	6	28	12	24
185.167-046	RETAIL STORE MANAGER	71	3	36	7	29
185.167-050	TEXTILE CONVERSION MANAGER	64	8	21	12	25
185.167-054	TOBACCO WAREHOUSE MANAGER	61	8	29	7	22
185.167-062	SUPERVISOR, LIQUOR STORES AND AGENCIES	62	11	40	4	21
185.167-066	VENDING-STAND SUPERVISOR; operations supervisor; vending-enterprises supervisor	57	12	41	1	13
185.167-070	WHOLESALER I	51	12	23	3	23
---	____________ (Other)					

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
---	________ (Other)	☐	☐	☐	☐	☐
186	FINANCE, INSURANCE, AND REAL ESTATE MANAGERS AND OFFICIALS This group includes managerial occupations concerned with banks and trust companies, credit agencies other than banks, investment companies, brokers, and dealers in securities and commodity contracts, and security and commodity exchanges; all types of insurance, and insurance agents and brokers; owners, lessors, lessees, buyers, sellers, agents, and developers of real estate.	XXX	XXX	XXX	XXX	XXX
186.117-010	COLLEGE OR UNIVERSITY BUSINESS MANAGER	68	3	1	53	16
186.117-022	DEPUTY INSURANCE COMMISSIONER	63	9	☐	46	18
186.117-030	GENERAL CLAIMS AGENT	66	6	21	29	23
186.117-038	FINANCIAL INSTITUTION MANAGER	68	4	3	41	26
186.117-042	LAND DEVELOPMENT MANAGER	64	7	9	27	30
186.117-046	LEASING MANAGER	65	8	22	21	25
186.117-058	REAL-ESTATE AGENT; land agent	65	7	32	8	26
186.117-062	RENTAL MANAGER, PUBLIC EVENTS FACILITIES	57	14	28	10	20
186.117-066	RISK AND INSURANCE MANAGER; insurance and risk manager	66	4	20	17	30
186.137-010	SAFETY DEPOSIT SUPERVISOR; safe deposits manager	54	16	37	5	42

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
186.167-018	APARTMENT HOUSE MANAGER	65	11	52	☐	12
186.167-022	CREDIT CARD OPERATIONS MANAGER	63	11	29	12	25
186.167-026	CREDIT UNION MANAGER	63	11	18	16	31
186.167-030	HOUSING PROJECT MANAGER	64	10	37	6	21
186.167-034	INSURANCE OFFICE MANAGER; district manager	66	8	15	19	34
186.167-042	MARKET MANAGER	60	12	20	13	28
6.167-046	PROPERTY MANAGER	63	10	26	15	25
186.167-050	OPERATIONS OFFICER	62	11	23	15	24
186.267-010	BONDING AGENT	59	14	29	8	21
186.267-014	LOAN COUNSELOR; collection analyst; loan-servicing officer	66	6	25	14	27
186.267-018	LOAN OFFICER	70	7	20	17	30
---	(Other)	☐	☐	☐	☐	☐
---	(Other)	☐	☐	☐	☐	☐
187	SERVICE INDUSTRY MANAGERS AND OFFICIALS This group includes managerial occupations concerned with hotels and other lodging places; establishments providing personal, business, repair, and amusement services; medical, legal, engineering, and other professional services; nonprofit membership organizations, and other miscellaneous services.	XXX	XXX	XXX	XXX	XXX

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
187.117-014	COMMUNITY ORGANIZATION DIRECTOR; community planning director; community chest director; director, council of social agencies; federated fund director; united fund director; community planning executive	62	8	10	29	26
187.117-030	EXECUTIVE VICE PRESIDENT, CHAMBER OF COMMERCE; chamber of commerce manager	67	4	10	37	22
187.117-034	GENERAL MANAGER, ROAD PRODUCTION	55	13	13	23	19
187.117-038	HOTEL OR MOTEL MANAGER; general manager; motor hotel manager; motor inn manager; resident manager	66	6	37	12	22
187.117-042	RECREATION ESTABLISHMENT MANAGER	61	12	30	10	21
187.117-046	PROGRAM DIRECTOR, GROUP WORK	60	9	26	12	25
187.117-054	RECREATION SUPERINTENDENT; recreation director	64	7	18	18	29
187.137-010	RECREATION SUPERVISOR; area supervisor; district director; recreation specialist	62	9	13	26	31
187.137-014	VOLUNTEER SERVICES SUPERVISOR; volunteer services assistant	61	9	34	4	21
187.161-014	HANDICRAFT-OR-HOBBY SHOP MANAGER	63	9	43		26
187.167-018	LABOR UNION BUSINESS REPRESENTATIVE	55	13	7	23	24
187.167-022	VOLUNTEER SERVICES COORDINATOR; volunteer coordinator	60	8	34	8	18

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
187.167-030	FUNERAL DIRECTOR; funeral home manager; mortician; undertaker	66	8	27	13	19
187.167-038	VOLUNTEER SERVICES DIRECTOR	61	8	34	6	20
187.167-042	CHAMBER OF COMMERCE DIVISION MANAGER; department manager, chamber of commerce	66	9	24	19	21
187.167-054	AQUATIC FACILITY MANAGER	47	22	23	10	11
187.167-058	BARBER OR BEAUTY SHOP MANAGER	57	14	55		4
7.167-062	BRANCH OPERATION EVALUATION MANAGER	55	17	16	8	25
187.167-066	CAMP MANAGER	53	19	34	5	14
187.167-074	CEMETERY MANAGER; cemetery superintendent	57	17	47		9
187.167-078	CONVENTION MANAGER	57	14	20	16	21
187.167-082	CUSTOMER SERVICES MANAGER	65	7	36	8	25
187.167-086	DANCE STUDIO MANAGER	54	15	46	1	8
187.167-094	DUDE RANCH MANAGER	38	34	25	1	9
187.167-098	EMPLOYMENT AGENCY MANAGER	59	12	24	14	23
187.167-102	FISH-AND-GAME CLUB MANAGER	51	17	33	4	12
187.167-106	FOOD SERVICE MANAGER	59	10	36	8	22
187.167-110	FRONT OFFICE MANAGER	60	10	37	8	18
187.167-114	GOLF CLUB MANAGER	63	12	40	5	29
187.167-118	GUN CLUB MANAGER; range manager; range master	48	19	39	2	8
187.167-122	HOTEL RECREATIONAL FACILITIES MANAGER	61	9	35	6	20

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
187.167-126	LIQUOR ESTABLISHMENT MANAGER; club manager	54	16	43	2	9
187.167-138	SALES MANAGER	66	5	31	8	26
187.167-146	SKATING RINK MANAGER	54	16	48		6
187.167-150	STORAGE GARAGE MANAGER	53	14	50		5
187.167-154	THEATER MANAGER; house manager	58	10	54		5
187.167-158	TRAVEL AGENCY MANAGER	66	4	41	3	23
187.167-162	VEHICLE LEASING AND RENTAL MANAGER	68	4	47	2	19
187.167-166	WINTER SPORTS MANAGER	56	13	34	3	17
187.167-186	RESIDENCE SUPERVISOR; adviser; chaperon; cottage parent; house manager	54	13	34	8	15
187.167-194	LAUNDRY SUPERINTENDENT	52	13	48	1	3
187.167-198	VETERANS CONTACT REPRESENTATIVE; laison officer; national insurance officer; national service officer; rehabilitation officer; service officer; veterans' claims representative; veterans' counselor; veterans' service officer	59	6	22	21	16
---	____________ (Other)	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
188	PUBLIC ADMINISTRATION MANAGERS AND OFFICIALS This group includes managerial occupations concerned with Federal, state, local, and international government activities, such as the legislative, judicial, and administrative functions, as well as government owned and operated business enterprises.	XXX	XXX	XXX	XXX	XXX
8.117-014	BUSINESS-ENTERPRISE OFFICER; area specialist	62	15	3	24	25
188.117-030	PUBLIC WORKS COMMISSIONER	63	6	7	23	30
188.117-046	COMPLIANCE DIRECTOR	60	9	8	22	29
188.117-050	CONSUMER AFFAIRS DIRECTOR	64	15	4	23	27
188.117-058	DIRECTOR, COUNCIL ON AGING; regional coordinator for aging	63	7	6	30	28
188.117-066	DIRECTOR, LABOR STANDARDS	57	10	5	35	17
188.117-078	EMPLOYMENT SERVICE DIRECTOR	60	9	6	30	25
188.117-086	MERIT SYSTEM DIRECTOR	53	15	7	23	23
188.117-110	HOUSING-MANAGEMENT OFFICER	50	12	21	17	21
188.117-122	PROPERTY-UTILIZATION OFFICER: business-service officer; surplus property manager	51	15	11	16	27
188.137-010	SUPERVISOR	63	11	19	12	24
8.167-010	APPRAISER; deputy assessor	56	10	22	13	25

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
188.167-042	STATE-ASSESSED PROPERTIES DIRECTOR	56	9	12	24	20
188.167-058	OFFICE MANAGER	62	5	23	16	29
188.167-062	PARK SUPERINTENDENT; supervisory park ranger	58	9	28	16	27
188.167-066	POSTMASTER	59	9	19	20	23
188.167-070	RELOCATION COMMISSIONER	50	16	9	18	28
188.167-086	POSTAL SERVICE SECTIONAL CENTER MANAGER	52	15	14	24	23
188.167-098	SANITATION SUPERINTENDENT; director, sanitation bureau	55	9	17	17	27
188.167-106	UNCLAIMED PROPERTY OFFICER	47	17	24	7	19
---	____________________ (Other)	☐	☐	☐	☐	☐
---	____________________ (Other)	☐	☐	☐	☐	☐
189	MISCELLANEOUS MANAGERS AND OFFICIALS, Not Elsewhere Classified This group includes miscellaneous managers and officials, not elsewhere classified.	XXX	XXX	XXX	XXX	XXX
189.117-018	MANAGER, CUSTOMER TECHNICAL SERVICES	52	8	13	14	28
189.117-022	INDUSTRIAL ORGANIZATION MANAGER; general manager, industrial organization; general manager; plant superintendent, industrial organization	57	4	5	25	30

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
189.167-014	SERVICE DIRECTOR; operating and occupancy manager; nonselling superintendent; operating superintendent	53	8	17	11	28
189.167-018	MANAGEMENT TRAINEE	63	5	28	4	30
189.167-022	DEPARTMENT MANAGER; department head; superintendent	65	4	20	13	30
189.167-026	MEMBERSHIP DIRECTOR	49	17	21	11	18
9.167-030	PROGRAM MANAGER	52	12	14	13	28
---	______________________________ (Other)	☐	☐	☐	☐	☐
---	______________________________ (Other)	☐	☐	☐	☐	☐
191	AGENTS AND APPRAISERS, Not Elsewhere Classified This group includes occupations, not elsewhere classified, concerned with representing clients in business operations; and determining value, quantity, or quality of a product, property, or object. Included are those classified in one group as both agents and appraisers.	XXX	XXX	XXX	XXX	XXX
191.117-014	BOOKING MANAGER; booker; booking agent	47	21	30	7	12
191.117-018	BUSINESS MANAGER; business agent	55	12	21	13	24
191.117-038	TOURING PRODUCTION MANAGER; theatrical production manager; touring manager	48	21	20	13	18

D.O.T. Code	Occupational Title	Does This Occupational Opportunity Exist for General Business Administration Graduates in North Carolina?		Where Should Training Be Available?		
		Yes	No	CC/ TI	4-Year C/U	Both
191.157-010	PAWNBROKER	45	22	42	☐	4
191.167-014	CLAIM AGENT	50	15	45	5	11
191.267-010	REAL ESTATE APPRAISER	63	6	26	9	28
191.287-010	APPRAISER	63	6	27	10	28
191.367-010	PERSONAL PROPERTY ASSESSOR; deputy assessor	55	9	26	9	23
---	____________ (Other)	☐	☐	☐	☐	☐
---	____________ (Other)	☐	☐	☐	☐	☐
---	OTHERS, NOT CLASSIFIED	XXX	XXX	XXX	XXX	XXX
---	____________	☐	☐	☐	☐	☐
---	____________	☐	☐	☐	☐	☐
---	____________	☐	☐	☐	☐	☐
---	____________	☐	☐	☐	☐	☐
---	____________	☐	☐	☐	☐	☐

APPENDIX C-1

Introductory Letters

DEPARTMENT OF
COMMUNITY COLLEGES
NORTH CAROLINA STATE BOARD OF EDUCATION
RALEIGH 27611

November 1, 1979

To: Business Administration Department Heads

R. Dean Overton

From: R. Dean Overton and Max V. Hutchins mvh
Assistant Director Graduate Intern
Program Development Division
Department of Community Colleges

Subject: Competency-Based Business Administration Curriculum Study

The Department of Community Colleges is continuing its Competency-Based Business Administration Curriculum Study. As you will recall, this project is designed to provide: (1) a validated list of career opportunities and the tasks performed by employees in a given job; (2) a list of competencies and evaluated criteria essential to successfully perform in the job; (3) curriculum guidelines, and (4) curriculum materials based on the competencies.

We are again asking for your assistance in distributing to and collecting from your advisory board members five of the enclosed task surveys.

For comparison purposes, we would like to have you and one other member of your business administration staff (or two other members of your staff) complete the survey too.

If at all possible, these surveys should be returned to us before the end of November (or as soon thereafter as possible) in the enclosed, stamped envelope.

Thank you for your continued support and cooperation.

Enclosures

DEPARTMENT OF
COMMUNITY COLLEGES
NORTH CAROLINA STATE BOARD OF EDUCATION
RALEIGH 27611

November 1, 1979

To: Advisory Board Members and Selected Instructional Staff
Business Administration Programs

From: R. Jean Overton and Max V. Hutchins
Assistant Director Graduate Intern
Program Development Division

Subject: Task Surveys

The attached task survey is the second major step in the effort of the Department of Community College to determine competencies required by employers for successful employment on the job. The overall Competency-Based Business Administration Curriculum Study is designed to provide (1) a validated list of career opportunities and the tasks performed by employees in a given job; (2) a list of competencies and evaluated criteria essential to successfully perform in the job; (3) curriculum guidelines and (4) curriculum materials based on the competencies.

Using the previously distributed Career Opportunities Survey, a list of "common" tasks and career specific tasks has been developed. Your assistance is needed in determining the levels of competency needed for these tasks.

The respondent survey which you will find attached to the front of the task survey will provide group data to be used for comparisons only; individual responses will not be identified.

Please return the surveys as promptly as possible.

Thank you for your continued support and cooperation.

Attachments

APPENDIX C-2

Task Survey Instruments

The task survey consisted of four surveys of standard tasks and specific job titles and tasks. The Respondent Profile Questionnaire, the General Directions and the Tasks identified in Part I of each survey were standard for the four surveys. This information is identified only once (in white) in this Appendix. The job titles in Part I of the survey were changed to correspond with each of the four surveys mailed.

COMPETENCY-BASED BUSINESS ADMINISTRATION CURRICULUM STUDY

NORTH CAROLINA DEPARTMENT OF COMMUNITY COLLEGES

RALEIGH, NORTH CAROLINA

RESPONDENT PROFILE QUESTIONNAIRE

Please place a check in the blank following the response number and preceding the response which is applicable to you.

1. Type of position you fill.

1-1 ___ Administrative, Managerial
1-2 ___ Professional, Owner
1-3 ___ Instructional
1-4 ___ (Other) ________________

2. Type of business/institution where you are employed.

2-1 ___ Manufacturing
2-2 ___ Service
2-3 ___ Marketing
2-4 ___ Professional Organization
2-5 ___ Educational, Secondary
2-6 ___ Educational, Post-Sec., 2-Year
2-7 ___ Educational, Post-Sec., 4-Year

2-8 ___ (Other) ______________

3. Number of years of experience in your present type of work.

3-1 ___ Less than 1 year
3-2 ___ 1-5 years
3-3 ___ 6-10 years
3-4 ___ 11-15 years
3-5 ___ Over 15 years

4. Your educational level.

4-1 ___ Less than high school
4-2 ___ High school diploma
4-3 ___ 1-year diploma, comm. col./tech. institute
4-4 ___ 2-year degree, comm. col./techn. institute
4-5 ___ 4-year university, college
4-6 ___ graduate degree

COMPETENCY-BASED BUSINESS ADMINISTRATION CURRICULUM STUDY

TASKS SURVEY

General Directions: The tasks listed in both Part I and Part II of this survey may or may not be performed by persons in business administration careers. Please use the following key to make your evaluation of the importance of each task. The person should possess:

1. no competency in this activity
2. slight competency in this activity
3. moderate competency in this activity
4. considerable competency in this activity
5. complete competency in this activity

Please answer all questions. There are no right nor wrong answers. What is important is how you rate each competency. Please circle the rating (1 2 3 4 5) which best indicates your feelings as to the importance of each task. Please do not omit any tasks.

Definitions: (Webster). Competent: well qualified; capable; fit. Competency: condition or quality of being competent.

Part I. The tasks identified in Part I of this survey are thought to be common to all career opportunities identified through the "Career Opportunities Survey" previously submitted to Business Administration Advisory Board Members across the state for Business Administration graduates. Those career opportunities identified are listed across the top of this part of the survey. Please X the circle under a career opportunity for any task that you feel is not appropriate for that job classification. Please blacken the circle for any career opportunity for which the competency level you have indicated is not applicable.

☒ = task is not appropriate for this job classification.
● = competency level indicated is general but not appropriate for this job classification.

Buyer
Asst. Buyer
Purc. Agent
Promotion M.
Advertising M.
Sales Manager
. . .

00. 1 2 3 ④ 5 Conducts meetings. 0 ☒ 0 ● 0 ● 0 0 0 0 0 0 0 0 . . .

/ These responses would indicate that a / considerable competency in this activity / is required but that the task itself is / not appropriate for the career opportunity / identified as "assistant buyer" and that the / competency level indicated is general but not / appropriate to careers as "promotion managers" / or "sales managers," probably because the / respondent felt that "complete competency" is / needed by promotion managers and sales managers.

COMPETENCY-BASED BUSINESS
ADMINISTRATION CURRICULUM STUDY

TASKS SURVEY

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	Buyer	Assistant Buyer	Purchasing Agent	Procurement Serv. Manager	Promotion Manager	Advertising Manager	Sales Manager	Advertising Manager	Account Executive	Sales-Service Promoter	Personnel Manager	Compensation Manager	Employment Interviewer	Credit/Collection Manager	Customer Service Manager	Claim Examiner	Administrative Assistant	Branch Manager, Manufacturing	Production Superintendent	Inspection Supervisor	General Supervisor, Manuf.	Transportation Director	Chief Dispatcher	Traffic Manager	Truck Terminal Manager	Warehouse Manager	Department Store Manager	Fast Food Services Manager	Mach./Equip. Rental Manager	Merchandise Manager	Parts Manager	Retail Store Manager	Wholesaler	General Claims Agent	Land Development Manager	Real-Estate Agent	Public Facilities Rental M.	Risk and Insurance Manager	Apartment House Manager	Property Manager, R. Estate	Loan Officer	Hotel/Motel Manager	Recreation Establishment M.	Customer Services Manager	Employment Agency Manager	Food Service Manager	H/Motel Front Office Manager	Liquor Establishment Manager	Storage Garage Manager	Theater Manager	Vehicle Rental Manager	Office Manager	Postal Serv. Center Manager	Industrial Org. Manager	Service Director	Management Trainee	Department Manager	Business Agent		
11. 1 2 3 4 5 Maintains records of material lists.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
12. 1 2 3 4 5 Prepares work orders, orders for parts.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
13. 1 2 3 4 5 Writes/dictates business letters and memoranda.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
14. 1 2 3 4 5 Writes/prepares proposals.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
15. 1 2 3 4 5 Writes requisitions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
16. 1 2 3 4 5 Prepares recommendations.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
17. 1 2 3 4 5 Prepares field reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
18. 1 2 3 4 5 Writes job specifications/ descriptions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
19. 1 2 3 4 5 Charts data.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
20. 1 2 3 4 5 Writes advertisements.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

COMPETENCY-BASED BUSINESS
ADMINISTRATION CURRICULUM STUDY

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21. 1 2 3 4 5 Prepares summary reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
22. 1 2 3 4 5 Prepares financial and budget reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
23. 1 2 3 4 5 Writes service reports or maintenance reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
24. 1 2 3 4 5 Writes complaint reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
25. 1 2 3 4 5 Prepares budget justifications.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
26. 1 2 3 4 5 Prepares production reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
27. 1 2 3 4 5 Completes government reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
28. 1 2 3 4 5 Gives directions to employees and/or peers.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
29. 1 2 3 4 5 Explains work projects and progress to supervisor.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
30. 1 2 3 4 5 Participates in group discussion of technical data.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

COMPETENCY-BASED BUSINESS
ADMINISTRATION CURRICULUM STUDY

TASKS SURVEY

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	Buyer	Assistant Buyer	Purchasing Agent	Procurement Serv. Manager	Promotion Manager	Advertising Manager	Sales Manager	Advertising Manager	Account Executive	Sales-Service Promoter	Personnel Manager	Compensation Manager	Employment Interviewer	Credit/Collection Manager	Customer Service Manager	Claim Examiner	Administrative Assistant	Branch Manager, Manufacturing	Production Superintendent	Inspection Supervisor	General Supervisor, Manuf.	Transportation Director	Chief Dispatcher	Traffic Manager	Truck Terminal Manager	Warehouse Manager	Department Store Manager	Fast Food Services Manager	Mach./Equip. Rental Manager	Merchandise Manager	Parts Manager	Retail Store Manager	Wholesaler	General Claims Agent	Land Development Manager	Real-Estate Agent	Public Facilities Rental M.	Risk and Insurance Manager	Apartment House Manager	Property Manager, R. Estate	Loan Officer	Hotel/Motel Manager	Recreation Establishment M.	Customer Services Manager	Employment Agency Manager	Food Service Manager	H/Motel Front Office Manager	Liquor Establishment Manager	Storage Garage Manager	Theater Manager	Vehicle Rental Manager	Office Manager	Postal Serv. Center Manager	Industrial Org. Manager	Service Director	Management Trainee	Department Manager	Business Agent		
31. 1 2 3 4 5 Explains present and future work projects to peers, supervisors and employees.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
32. 1 2 3 4 5 Expla-ns needs to sales representatives.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
33. 1 2 3 4 5 Persuades peers, employees, and supervisors.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
34. 1 2 3 4 5 Explains new methods/procedures/techniques.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
35. 1 2 3 4 5 Maintains communication flow from top management to employee.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
36. 1 2 3 4 5 Asks questions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
37. 1 2 3 4 5 Answers questions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
38. 1 2 3 4 5 Relays messages.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
39. 1 2 3 4 5 Makes introductions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
40. 1 2 3 4 5 Describes concepts, processes, objects to tech., semi-technical personnel.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

COMPETENCY-BASED BUSINESS
ADMINISTRATION CURRICULUM STUDY

TASKS SURVEY

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41. 1 2 3 4 5 Uses telephone skills for exchanging information.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
42. 1 2 3 4 5 Reads directions and instructions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
43. 1 2 3 4 5 Reads manuals.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
44. 1 2 3 4 5 Reads manufacturers' literature.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
45. 1 2 3 4 5 Reads government regulations.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
46. 1 2 3 4 5 Reads professional literature.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
47. 1 2 3 4 5 Reads technical data.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
48. 1 2 3 4 5 Reads specifications.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
49. 1 2 3 4 5 Reads schedules.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
50. 1 2 3 4 5 Reads work and material orders.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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ADMINISTRATION CURRICULUM STUDY

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51. 1 2 3 4 5 **Reads correspondence.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
52. 1 2 3 4 5 **Reads reports.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
53. 1 2 3 4 5 **Reads price lists and catalogues.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
54. 1 2 3 4 5 **Reads company policies and procedures.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
55. 1 2 3 4 5 **Reads invoices.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
56. 1 2 3 4 5 **Follows instructions.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
57. 1 2 3 4 5 **Records phone messages accurately.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
58. 1 2 3 4 5 **Participates in group discussions.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
59. 1 2 3 4 5 **Receives information on how to do something.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
60. 1 2 3 4 5 **Actively listens.**	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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61.	1 2 3 4 5	Interprets problems.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
62.	1 2 3 4 5	Applies technical information.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
63.	1 2 3 4 5	Explains organizational structure to employees.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
64.	1 2 3 4 5	Coordinates activities of organizational divisions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
65.	1 2 3 4 5	Manages time.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
66.	1 2 3 4 5	Evaluates personnel performance.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
67.	1 2 3 4 5	Explains relationships between/among work activities to subordinates.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
68.	1 2 3 4 5	Explains relationships between/among work act. and organizational goals.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
69.	1 2 3 4 5	Delegates authority and defines responsibilities to subordinates.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
70.	1 2 3 4 5	Explains grievance process to subordinates.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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71. 1 2 3 4 5 Screens prospective employee applications.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
72. 1 2 3 4 5 Interviews prospective employee.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
73. 1 2 3 4 5 Recommends applicants for employment.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
74. 1 2 3 4 5 Determines pay rates for new employees.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
75. 1 2 3 4 5 Conducts job orientation.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
76. 1 2 3 4 5 Determines training needs.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
77. 1 2 3 4 5 Trains employees.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
78. 1 2 3 4 5 Prepares employees for future position/ advancement.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
79. 1 2 3 4 5 Assists subordinates in establishing career goals.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
80. 1 2 3 4 5 Supervises Subordinates.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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81.	1 2 3 4 5	Schedules work.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
82.	1 2 3 4 5	Facilitates group cooperation.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
83.	1 2 3 4 5	Maintains employee morale.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
84.	1 2 3 4 5	Establishes lines of communication.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
85.	1 2 3 4 5	Observes duties performed by subordinates.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
86.	1 2 3 4 5	Coordinates activities to solve employee/employer problems.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
87.	1 2 3 4 5	Coordinates activities to solve employee/supervisor problems.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
88.	1 2 3 4 5	Decides upon methods of communication.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
89.	1 2 3 4 5	Defines and models expected attitudes to/for subordinates.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
90.	1 2 3 4 5	Maintains a business-like appearance.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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91. 1 2 3 4 5 Counsels with employees.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
92. 1 2 3 4 5 Disciplines employees.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
93. 1 2 3 4 5 Acts for employer/management on committees.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
94. 1 2 3 4 5 Organizes or helps organize committees.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
95. 1 2 3 4 5 Travels for company business purposes.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
96. 1 2 3 4 5 Selects and/or orders furnishings, equipment and supplies.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
97. 1 2 3 4 5 Welcomes visitors.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
98. 1 2 3 4 5 Conducts meetings.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
99. 1 2 3 4 5 Attends meetings relating to job activities.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
100. 1 2 3 4 5 Attends outside job related conventions, banquets or meetings.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

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	Buyer	Assistant Buyer	Purchasing Agent	Procurement Serv. Manager	Promotion Manager	Advertising Manager	Sales Manager	Advertising Manager	Account Executive	Sales-Service Promoter	Personnel Manager	Compensation Manager	Employment Interviewer	Credit/Collection Manager	Customer Service Manager	Claim Examiner	Administrative Assistant	Branch Manager, Manufacturing	Production Superintendent	Inspection Supervisor	General Supervisor, Manuf.	Transportation Director	Chief Dispatcher	Traffic Manager	Truck Terminal Manager	Warehouse Manager	Department Store Manager	Fast Food Services Manager	Mach./Equip. Rental Manager	Merchandise Manager
101. 1 2 3 4 5 Interprets policy.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
102. 1 2 3 4 5 Makes decisions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
103. 1 2 3 4 5 Consults with other company personnel for decision-making.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
104. 1 2 3 4 5 Handles classified and confidential records.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
105. 1 2 3 4 5 Decides upon methods of communication.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
105. 1 2 3 4 5 Compares and verifies accurancy of information and communications.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
107. 1 2 3 4 5 Locates and assembles information and data for reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
108. 1 2 3 4 5 Uses references in obtaining information.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
109. 1 2 3 4 5 Compiles statistical data, using mathematical computation.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
110. 1 2 3 4 5 Studies and analyzes information presented in financial reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

	Parts Manager	Retail Store Manager	Wholesaler	General Claims Agent	Land Development Manager	Real-Estate Agent	Public Facilities Rental M.	Risk and Insurance Manager	Apartment House Manager	Property Manager, R. Estate	Loan Officer	Hotel/Motel Manager	Recreation Establishment M.	Customer Services Manager	Employment Agency Manager	Food Service Manager	H/Motel Front Office Manager	Liquor Establishment Manager	Storage Garage Manager	Theater Manager	Vehicle Rental Manager	Office Manager	Postal Serv. Center Manager	Industrial Org. Manager	Service Director	Management Trainee	Department Manager	Business Agent		
101. 1 2 3 4 5 Interprets policy.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
102. 1 2 3 4 5 Makes decisions.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
103. 1 2 3 4 5 Consults with other company personnel for decision-making.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
104. 1 2 3 4 5 Handles classified and confidential records.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
105. 1 2 3 4 5 Decides upon methods of communication.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
105. 1 2 3 4 5 Compares and verifies accurancy of information and communications.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
107. 1 2 3 4 5 Locates and assembles information and data for reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
108. 1 2 3 4 5 Uses references in obtaining information.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
109. 1 2 3 4 5 Compiles statistical data, using mathematical computation.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
110. 1 2 3 4 5 Studies and analyzes information presented in financial reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

COMPETENCY-BASED BUSINESS
ADMINISTRATION CURRICULUM STUDY

TASKS SURVEY

Page 12

	Buyer	Assistant Buyer	Purchasing Agent	Procurement Serv. Manager	Promotion Manager	Advertising Manager	Sales Manager	Advertising Manager	Account Executive	Sales-Service Promoter	Personnel Manager	Compensation Manager	Employment Interviewer	Credit/Collection Manager	Customer Service Manager	Claim Examiner	Administrative Assistant	Branch Manager, Manufacturing	Production Superintendent	Inspection Supervisor	General Supervisor, Manuf.	Transportation Director	Chief Dispatcher	Traffic Manager	Truck Terminal Manager	Warehouse Manager	Department Store Manager	Fast Food Services Manager	Mach./Equip. Rental Manager	Merchandise Manager	Parts manager	Retail Store Manager	Wholesaler	General Claims Agent	Land Development Manager	Real-Estate Agent	Public Facilities Rental M.	Risk and Insurance Manager	Apartment House Manager	Property Manager, R. Estate	Loan Officer	Hotel/Motel Manager	Recreation Establishment M.	Customer Services Manager	Employment Agency Manager	Food Service Manager	H/Motel Front Office Manager	Liquor Establishment Manager	Storage Garage Manager	Theater Manager	Vehicle Rental Manager	Office Manager	Postal Serv. Center Manager	Industrial Org. Manager	Service Director	Management Trainee	Department Manager	Business Agent		
111. 1 2 3 4 5 Makes decisions based on information presented in financial reports.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
112. 1 2 3 4 5 Prepares requests for information compilation.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
113. 1 2 3 4 5 Provides for data for manual report preparation.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
114. 1 2 3 4 5 Provides for data for data processing.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
115. 1 2 3 4 5 Utilizes information from manual data processing.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
116. 1 2 3 4 5 Utilizes information from electronic data processing.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
117. 1 2 3 4 5 Represents the company when appropriate.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
118. 1 2 3 4 5 Follows-up on suggestions from superiors.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
119. 1 2 3 4 5 Assists in making company policy.	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0

Part II. The tasks identified in Part II are listed by career opportunity selected and identified through the use of the "Career Opportunities Survey" previously submitted to Business Administration Advisory Board Members across the state. These tasks have been identified by careers to enable you to indicate competency levels for tasks peculiar to a career opportunity and/or to indicate competency levels which may vary, depending upon the career opportunity.

In the spaces provided for other tasks at the end of each career opportunity section, please list and rate the importance of any additional tasks (not previously listed for all careers in Part I) required to perform the job. In these spaces, too, you may list tasks from Part I where you indicated a "general" competency level as inappropriate for a specific career (by blacking in the circle under the career opportunity listing); you should then indicate the competency level desirable for the identified task as a specific aspect of the particular career opportunity.

Again, the person should possess:

1. no competency in this activity
2. slight competency in this activity
3. moderate competency in this activity
4. considerable competency in this activity
5. complete competency in this activity

160.267-018 ESTIMATOR

511. 1 2 3 4 5 Compiles list of type of materials, tool or fixture, or equipment requirements, utilizing knowledge of products to be manufactured, services to be performed, or type of structure to be built, using blueprints and specifications.

512. 1 2 3 4 5 Itemizes tools, fixtures, or equipment to be manufactured by company or purchased from outside sources.

513. 1 2 3 4 5 Computes cost estimates for materials, purchased equipment, subcontracted work, production activities and requirements, and labor.

514. 1 2 3 4 5 May conduct special studies to develop and establish standard hour and related cost data or effect cost reductions.

515. 1 2 3 4 5 May consult with personnel of other departments relating to cost problems.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

162.117-014 CONTRACT ADMINISTRATOR

516. 1 2 3 4 5 Examines estimates of material, equipment, and production costs, performance requirements, and delivery schedules to insure completeness and accuracy.

517. 1 2 3 4 5 Prepares bids, process specifications, test and progress reports, and other exhibits.

518. 1 2 3 4 5 Reviews bids from other firms for conformity to contract requirements and determines acceptable bids.

519. 1 2 3 4 5 Negotiates contract with customer or bidder.

520. 1 2 3 4 5 Requests or approves amendments to or extensions of contracts.

521. 1 2 3 4 5 Advises planning and production departments of contractual rights and obligations.

522. 1 2 3 4 5 May compile data for preparing estimates.

523. 1 2 3 4 5 May coordinate work of sales department with production and shipping department to implement fulfillment of contracts.

524. 1 2 3 4 5 May act as liaison between company and subcontractors.

525. 1 2 3 4 5 May direct sales program.

000. 1 2 3 4 5

000. 1 2 3 4 5

163.167-022 UTILITY SALES AND SERVICE MANAGER

526. 1 2 3 4 5 Coordinates activities of home-service department in demonstrating use of appliances and home lighting methods with promotional work of sales department.

527. 1 2 3 4 5 Confers with manufacturers to secure current information on gas and electric appliances and equipment.

528. 1 2 3 4 5 Estimates area consumer demands for use in planning budget.

000. 1 2 3 4 5

000. 1 2 3 4 5

163.267-010 FIELD REPRESENTATIVE

529. 1 2 3 4 5 Surveys proposed locations to determine feasibility of establishing dealerships or distributorships.

530. 1 2 3 4 5 Advises dealers and distributors of policies and operating procedures to insure functional effectiveness of business.

531. 1 2 3 4 5 Develops information concerning planning and developing of business modifications and expansions.

532. 1 2 3 4 5 Reviews operations records to evaluate effectiveness.

000. 1 2 3 4 5

000. 1 2 3 4 5

165.067-010 PUBLIC-RELATIONS REPRESENTATIVE

533. 1 2 3 4 5 Plans and directs development and communication of information designed to keep public informed of employer's programs, accomplishments, or point of view.

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534. 1 2 3 4 5 Arranges for public-relations efforts in order to meet needs, objectives, and policies of individual, special interest groups, business concern, nonprofit organization, or governmental agency.

535. 1 2 3 4 5 Prepares and distributes fact sheets, news releases, photographs, scripts, motion pictures, or tape recordings to media representatives and other persons who may be interested in learning about or publicizing employer's activities or message.

536. 1 2 3 4 5 Purchases advertising space and time as required.

537. 1 2 3 4 5 Arranges for and conducts public-contact programs designed to meet employer's objectives, clients, employees, or other interest groups.

538. 1 2 3 4 5 Promotes goodwill through such publicity efforts as speeches, exhibits, films, tours, and question/answer sessions.

539. 1 2 3 4 5 Represents employer during community projects and at public, social, and business gatherings.

540. 1 2 3 4 5 May specialize in researching data, creating ideas, writing copy, laying out artwork, contacting media representatives, or representing employer directly before general public.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

166.117-014 EMPLOYEE WELFARE MANAGER

541. 1 2 3 4 5 Arranges for physical examinations, first aid, and other medical attention.

542. 1 2 3 4 5 Arranges for installation and operation of libraries, lunchrooms, recreational facilities, and educational courses.

543. 1 2 3 4 5 Organizes dances, entertainment, and outings.

544. 1 2 3 4 5 Insures that lighting is sufficient, sanitary facilities are adequate and in good order, and machinery safeguarded.

545. 1 2 3 4 5 May visit workers' homes to observe their housing and general living conditions and recommend improvements if necessary.

546. 1 2 3 4 5 May assist employees in the solution of personal problems.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

166.167-026 EDUCATION AND TRAINING MANAGER

547. 1 2 3 4 5 Confers with management and supervisory personnel in order to determine training needs.

548. 1 2 3 4 5 Formulates training policies and schedules, utilizing knowledge of identified training needs, company production processes, business systems, or changes in products.

549. 1 2 3 4 5 Designates training procedures.

550. 1 2 3 4 5 Organizes and develops training manuals, reference library, testing and evaluation procedures, multimedia visual aids, and other educational materials.

551. 1 2 3 4 5 Trains assigned instructors and supervisory personnel in effective techniques for training in both general and specialized areas.

552. 1 2 3 4 5 May coordinate established training courses with technical and professional courses offered by community schools.

553. 1 2 3 4 5 May screen, test, counsel, and recommend employees for company educational programs, or for promotion or transfer.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

166.167-038 PORT PURSER

554. 1 2 3 4 5 Screens applicants applying for positions.

555. 1 2 3 4 5 Assigns trainees to vessels, considering their duties and responsibilities.

556. 1 2 3 4 5 Plans training and rotation of trainees between ship and shore positions.

557. 1 2 3 4 5 Hires entertainers and plans replacement programs.

558. 1 2 3 4 5 Adjusts complaints of passengers which cannot be resolved during voyage.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

166.227-010 TRAINING REPRESENTATIVE

559. 1 2 3 4 5 Confers with management to gain knowledge of identified work situation requiring preventive or remedial training for employees.

560. 1 2 3 4 5 Formulates teaching outline in conformance with selected instructional methods.

561. 1 2 3 4 5 Selects or develops teaching aids.

562. 1 2 3 4 5 Conducts general or specialized training sessions.

563. 1 2 3 4 5 Tests trainees to measure their learning progress and to evaluate effectiveness of training presentations.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

166.267-018 JOB ANALYST

564. 1 2 3 4 5 Consults with management to determine type, scope, and purpose of study.

565. 1 2 3 4 5 Studies current organizational occupational data and compiles distribution reports, organization and flow charts, and other background information required for study.

566. 1 2 3 4 5 Observes jobs and interviews workers and supervisory personnel to determine job and worker requirements.

567. 1 2 3 4 5 Analyzes occupational data and develops written summaries.

568. 1 2 3 4 5 Utilizes developed occupational data to evaluate or improve methods and techniques for recruiting, selecting, promoting, evaluating, and training workers, and administration of related personnel programs.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

168.167-062 OCCUPATIONAL-SAFETY-AND-HEALTH INSPECTOR

569. 1 2 3 4 5 Inspects work environment, machinery, and equipment in establishments and other worksites for conformance with governmental standards according to procedure or in response to complaint or accident.

570. 1 2 3 4 5 Interviews supervisors and employees to obtain facts about work practice or accident.

571. 1 2 3 4 5 Rates unsafe condition according to factors.

572. 1 2 3 4 5 Observes employees at work to determine compliance with safety precautions and safety equipment used.

573. 1 2 3 4 5 Orders suspension of activity posing threat to workers.

574. 1 2 3 4 5 Writes new safety order proposal designed to protect workers from work methods, processes, or other hazard not previously covered.

575. 1 2 3 4 5 Discusses reason for inspection and penalty rating system with employer.

576. 1 2 3 4 5 Reviews log of reportable accidents and preventive actions taken to determine employers' attitude toward compliance with regulations.

577. 1 2 3 4 5 Documents findings and code sections violated.

578. 1 2 3 4 5 Interprets applicable laws and regulations to advise employer on legal requirements.

579. 1 2 3 4 5 May testify in legal proceedings.

580. 1 2 3 4 5 May photograph work environment suspected of endangering workers to provide evidence in legal proceedings.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

168.267-026 DEALER-COMPLIANCE REPRESENTATIVE

581. 1 2 3 4 5 Inspects inventory and operating records to ascertain that only approved products are sold and approved operating procedures followed by dealer.

582. 1 2 3 4 5 Inspects premises and observes working conditions to insure compliance with company and governmental standards of safety and sanitation.

583. 1 2 3 4 5 May ascertain that dealers are paying bills due company and may collect monies due.

584. 1 2 3 4 5 May advise dealers on financial aspects of operating franchise.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

168.287-014 QUALITY ASSURANCE INSPECTOR (Government Service)

585. 1 2 3 4 5 Examines company's records to secure information.

586. 1 2 3 4 5 Inspects product to determine compliance with order specifications, company's quality control system for compliance with legal requirements, and shipping and packing facilities for conformity to specified standards.

587. 1 2 3 4 5 Submits samples of product to government laboratory for testing as indicated by department procedures.

588. 1 2 3 4 5 Stamps mark of approval or rejection on product and writes report of examinations.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

169.167-014 ADMINISTRATIVE SECRETARY

589. 1 2 3 4 5 Prepares memorandums outlining and explaining administrative procedures and policies to supervisory workers.

590. 1 2 3 4 5 Plans conferences.

591. 1 2 3 4 5 Directs preparation of records for stockholders' and directors' meetings.

592. 1 2 3 4 5 Directs recording of company stock issues and transfers.

593. 1 2 3 4 5 Acts as custodian of corporate documents and records.

594. 1 2 3 4 5 Directs preparation and filing of corporate legal documents with government agencies to conform with statutes.

595. 1 2 3 4 5 Often performs publicity work.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

169.167-038 ORDER-DEPARTMENT SUPERVISOR

169.167-038 ORDER-DEPARTMENT SUPERVISOR

596. 1 2 3 4 5 Plans and initiates order-writing procedures.

597. 1 2 3 4 5 Directs establishment and maintenance of customer order records.

598. 1 2 3 4 5 Supervises workers writing master orders used by production, shipping, invoicing, advertising, cost, and estimating departments.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

169.267-010 CLAIMS ADJUDICATOR (Government Service)

599. 1 2 3 4 5 Reviews and evaluates data on documents and forms.

600. 1 2 3 4 5 Interviews or corresponds with claimants or agents to elicit information, correct errors or omissions on claim forms, and to investigate questionable data.

601. 1 2 3 4 5 Authorizes payment of valid claims, or notifies claimant of denied claim and appeal rights.

602. 1 2 3 4 5 Reevaluates evidence and procures additional information in connection with claims under appeal or in cases requiring investigation of claimant's continuing eligibility for benefits.

603. 1 2 3 4 5 Prepares written reports of findings.

604. 1 2 3 4 5 May act as consultant to board rating disability.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

181.117-010 BULK PLANT MANAGER

605. 1 2 3 4 5 Determines types and quantities of products according to consumer demand.

606. 1 2 3 4 5 Contacts refineries and petroleum canning plants to schedule shipment of products.

607. 1 2 3 4 5 Establishes operating procedures for incoming shipments, indicating storage tanks and warehouse facilities to be used.

608. 1 2 3 4 5 Formulates policies for distribution and sale of products to wholesale and retail outlets and consumers.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

183.167-014 GENERAL SUPERINTENDENT, MILLING

609. 1 2 3 4 5 Estimates operating time of each mill to produce various kinds of grain or feed products.

610. 1 2 3 4 5 Prepares comparative data for each mill and type of product and issues orders to each miller supervisor concerning his particular mill.

611. 1 2 3 4 5 Plans new mills, selects milling machinery and insures that machinery is installed according to specifications.

612. 1 2 3 4 5 May supervise workers engaged in changing existing mills to improve production.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

183.167-026 FOOD PROCESSING PLANT MANAGER

613. 1 2 3 4 5 Contacts buyers or growers to arrange for purchasing or harvesting and delivery of agricultural products, seafoods, meat, or other raw materials to plant for processing.

614. 1 2 3 4 5 Directs, through subordinate supervisory personnel, workers engaged in processing, canning, freezing, storing, and shipping food products.

615. 1 2 3 4 5 Directs and coordinates activities concerned with dismantling, moving, installing, or repairing of machines and equipment.

616. 1 2 3 4 5 Approves plant payroll and payments for purchased materials or products.

617. 1 2 3 4 5 Estimates quantities of foods for processing required and orders foods, materials, supplies, and equipment needed.

618. 1 2 3 4 5 May negotiate with suppliers or growers prices to be paid for purchases.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

184.117-030 AREA DEVELOPMENT MANAGER (Light, Heat, and Power)

619. 1 2 3 4 5 Directs and coordinates activities of workers engaged in preparation of surveys and studies of prospective development area to compile information of interest to companies desirous of relocation.

620. 1 2 3 4 5 Analyzes compiled data and formulates methods and procedures for developing industrial areas to determine industries that would enhance developmental plan.

621. 1 2 3 4 5 Plans promotional sales program and advertising to promote maximum utilization of land and consumption of electric power.

622. 1 2 3 4 5 Contacts companies to persuade them to locate in service area.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

184.117-054 REGIONAL MANAGER (Motor Transportation)

623. 1 2 3 4 5 Examines and analyzes rates, tariffs, operating costs, and revenues to determine needs or requirements.

624. 1 2 3 4 5 Prepares, for management evaluation, recommendations designed to increase efficiency and revenues and lower costs.

625. 1 2 3 4 5 Directs, through subordinate management personnel, compliance of workers with established company policies, procedures, and standards, and enforcement of union contracts and government regulations.

626. 1 2 3 4 5 Reviews operational records and reports and refers to manuals, company instructions, and government regulations to detect deviations from operational practices and prepares directives to eliminate such infractions.

627. 1 2 3 4 5 Investigates safeguards and inspects regional premises to insure that adequate protection exists for company assets, property, and equipment.

628. 1 2 3 4 5 Participates in union contract negotiations and settling of grievances.

629. 1 2 3 4 5 Coordinates advertising and sales promotion programs for region.

630. 1 2 3 4 5 Reviews replies to passenger complaints and settlement of claims for conformance with company public relations policies and procedures.

631. 1 2 3 4 5 Inspects terminals for conformance with standards for cleanliness, appearance, and need of repair or maintenance, and directs corrective measures required to meet standards.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

184.117-066 TRAFFIC MANAGER (Transportation)

632. 1 2 3 4 5 Analyzes financial reports on operations and evaluates existing classifications, rates, and tariffs to determine changes required and need for expansion or curtailment of schedules and routes.

633. 1 2 3 4 5 Documents data to support proposals for increased revenues, expansion of schedules or routes, and files application for new rates, schedules, or routes with regulatory agencies.

634. 1 2 3 4 5 Testifies before regulatory agencies to present company's position and need for increased revenues in order to operate profitably.

635. 1 2 3 4 5 Negotiates with personnel of other transportation companies on division of interline revenues and signs contract on terms of agreement.

636. 1 2 3 4 5 Consults with officials of other companies on traffic movement problems.

637. 1 2 3 4 5 Directs and coordinates activities of workers in classification of shipments and in applying and enforcing rates and tariffs.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

184.167-042 GENERAL AGENT, OPERATIONS

638. 1 2 3 4 5 Coordinates transportation and handling of express shipments within geographic subdivision by directing activities of airport field offices, branch agencies, and railway terminals.

639. 1 2 3 4 5 Recruits, hires, and administers training of employees.

640. 1 2 3 4 5 Establishes procedures and standards to implement policies of company.

641. 1 2 3 4 5 Inspects operations to evaluate efficiency of methods and submits reports to regional manager.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

184.167-058 CARGO-AND-RAMP-SERVICES MANAGER (Air Transportation)

642. 1 2 3 4 5 Reviews data on incoming flights in order to plan work activities.

643. 1 2 3 4 5 Directs preparation of loading plans for each departing flight.

644. 1 2 3 4 5 Confers with supervisory personnel to insure workers and equipment are available for air cargo and baggage loading, unloading, and handling activities and for ramp service activities.

645. 1 2 3 4 5 Analyzes reports and records of operations and inspects facilities to determine effectiveness of existing methods and procedures and physical condition of facilities and equipment.

646. 1 2 3 4 5 Prepares and submits recommendations designed to improve efficiency of cargo and ramp services.

647. 1 2 3 4 5 Investigates causes of accidents and recommends safety measures for preventing further occurrences.

648. 1 2 3 4 5 Reviews performance evaluations of personnel for conformance to standards.

649. 1 2 3 4 5 Interprets and enforces, through supervisory personnel, company policies, procedures, and safety regulations.

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184.167-070 FLIGHT-RESERVATIONS MANAGER

650. 1 2 3 4 5 Reviews flight reservation reports, statistical data on passenger miles flown, and conducts comparison studies on other airline reservations to develop methods and procedures designed to improve operating efficiency and increase reservations for company flights.

651. 1 2 3 4 5 Interprets and implements, through supervisory personnel, company policies and procedures regarding customer relations and contact with public.

652. 1 2 3 4 5 Analyzes economic statistics as applied to air transportation and other factors to estimate future volume of flight reservations.

653. 1 2 3 4 5 Prepares estimates of work force required to process workload and equipment requirements in order to formulate budget estimate.

654. 1 2 3 4 5 Reviews performance evaluations on reservations personnel and initiates personnel actions as required.

655. 1 2 3 4 5 Schedules notation of worker assignments to improve capabilities of personnel and develop worker overall knowledge of department activities.

656. 1 2 3 4 5 Directs investigation of customer complaints regarding reservation services and prepares correspondence designed to improve customer relations.

657. 1 2 3 4 5 Endeavors to resolve personnel grievances and submits unresolved grievances to higher authority.

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184.167-086 TELEGRAPH OFFICE MANAGER

658. 1 2 3 4 5 Directs handling of circuits and telegrams.

660. 1 2 3 4 5 Supervises personnel and coordinates work of various departments.

661. 1 2 3 4 5 Answers customer inquiries, suggests services, and adjusts complaints to promote goodwill.

662. 1 2 3 4 5 Reviews financial accounts and records.

663. 1 2 3 4 5 Verifies accuracy of daily cash balances, remittances, and bank deposits.

664. 1 2 3 4 5 Compiles and analyzes statistical and operating reports and data.

665. 1 2 3 4 5 Writes coorespondence.

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184.167-098 TRAFFIC MANAGER (Telephone and Telegraph)

666. 1 2 3 4 5 Directs transmitting and receiving of telegrams and facsimile recordings and clearing of communications circuits.

667. 1 2 3 4 5 Evaluates data to improve services.

668. 1 2 3 4 5 Coordinates work activities of various operational departments.

669. 1 2 3 4 5 Regulates production and performs other administrative or supervisory functions.

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184.167-118 OPERATIONS MANAGER (Motor Transportation)

670. 1 2 3 4 5 Inspects warehouse facilities and equipment and recommends changes in allocation of space and crating procedures to warehouse supervisor.

671. 1 2 3 4 5 Purchases moving equipment.

672. 1 2 3 4 5 Plans pickup and delivery schedules for truck drivers.

673. 1 2 3 4 5 Answers inquiries on types of services offered, rates, schedules, and areas serviced.

674. 1 2 3 4 5 Examines items to be moved to ascertain approximate weights and type of crating required.

675. 1 2 3 4 5 Investigates customers' complaints involving damaged items, overcharges, delays; makes necessary adjustments.

676. 1 2 3 4 5 May call on customers to solicit new business.

677. 1 2 3 4 5 May prepare cost estimates for clients.

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184.167-130 STATION MANAGER (Railroad Transportation)

678. 1 2 3 4 5 Notifies employees of changes in arrival and departure times of trains, boarding track numbers, and other information affecting passengers for announcement over loudspeaker and for posting on callboard.

679. 1 2 3 4 5 Insures that shift workers and train crews report as scheduled or that replacement are obtained.

680. 1 2 3 4 5 Authorizes departure of passenger trains after transfer of mail and baggage is completed.

681. 1 2 3 4 5 Authorizes repairs to station facilities and directs activities of custodial and maintenance workers.

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682. 1 2 3 4 5 Investigates passenger service complaints to insure efficient and courteous service.

683. 1 2 3 4 5 May negotiate with concessionaires to lease station space or facilities for restaurants, newsstands, advertising displays, and parking.

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184.167-214 TERMINAL SUPERINTENDENT (Water Transportation)

684. 1 2 3 4 5 Studies ship's manifests to determine whether cargo should be stored in transit sheds or on wharves and to determine what equipment is needed to handle cargo.

685. 1 2 3 4 5 Notifies superintendent to assign workers to jobs and arrange dock space for freight.

686. 1 2 3 4 5 Computes cost of operations for tonnage handled.

687. 1 2 3 4 5 Directs purchase of cargo-handling gear and maintenance of terminal and company equipment.

688. 1 2 3 4 5 May order railroad cars or hire trucks and tractors for transporting freight from docks.

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184.167-242 TERMINAL OPERATIONS SUPERVISOR (Motor Transportation)

689. 1 2 3 4 5 Observes personnel performing duties and studies terminal operations reports on revenues derived, costs of operations, accidents, and frequency of personal or merchandise claims for losses or damages to determine changes in work practices and procedures necessary to improve operations and reduce claims.

690. 1 2 3 4 5 Inspects terminal facilities for conformance to prescribed standards of safety and cleanliness, and for need of maintenance or repair, and initiates requisitions for corrective actions.

691. 1 2 3 4 5 Enforces worker compliance with established safety rules and regulations and measures to protect safety of employees and customers and security of merchandise, property, and equipment.

692. 1 2 3 4 5 Reviews accident reports and takes actions prescribed by company policy.

693. 1 2 3 4 5 Evaluates worker performance and recommends or initiates personnel actions.

694. 1 2 3 4 5 Processes or attempts to resolve employee grievances according to union contract procedures.

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184.167-278 YARD MANAGER (Railroad Transportation)

695. 1 2 3 4 5 Reviews train schedules and switching orders, and observes traffic movement in yard to determine which tracks can be made available to accommodate inbound and outbound traffic.

696. 1 2 3 4 5 Directs routing of inbound and outbound traffic to specific tracks.

697. 1 2 3 4 5 Reviews waybills or other shipping records indicating material to be loaded or unloaded, tonnage of cargo, type of carrier, and planned routes.

698. 1 2 3 4 5 Provides instruction concerning switching of cars, makeup and breakup of trains, and routing of inbound and outbound traffic to insure safe and efficient conduct of yard activities.

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185.157-010 FASHION COORDINATOR

699. 1 2 3 4 5 Studies fashion and trade journals, travels to garment centers, attends fashion shows, and visits manufacturers and merchandise markets to obtain information on fashion trends.

700. 1 2 3 4 5 Consults with buying personnel to gain advice regarding type of fashions store will purchase and feature for season.

701. 1 2 3 4 5 Advises publicity and display departments of merchandise to be publicized.

702. 1 2 3 4 5 Selects garments and accessories to be shown at fashion shows.

703. 1 2 3 4 5 Provides information on current fashions, style trends, and use of accessories.

704. 1 2 3 4 5 May contract with models, musicians, caterers, and other personnel to manage staging of shows.

705. 1 2 3 4 5 May conduct teenage fashion shows.

706. 1 2 3 4 5 May direct activities of store-sponsored club for teenagers.

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185.157-018 WHOLESALER

707. 1 2 3 4 5 Arranges for purchase and transportation of imports through company representatives abroad and sells imports to local customers.

708. 1 2 3 4 5 Sells domestic goods, materials, or products to representatives of foreign companies.

709. 1 2 3 4 5 May be required to be fluent in language of country in which import or export business is conducted.

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185.167-014 AUTOMOBILE SERVICE STATION MANAGER

710. 1 2 3 4 5 Plans, develops, and implements policies for operating station.

711. 1 2 3 4 5 Hires and trains workers.

712. 1 2 3 4 5 Prepares work schedules.

713. 1 2 3 4 5 Assigns workers to specific duties.

714. 1 2 3 4 5 Directs, coordinates, and participates in performing customer service activities.

715. 1 2 3 4 5 Notifies customer when oil is dirty or low, tires are worn, hoses or fanbelts defective, or evidences indicates battery defects, to promote sale of products and services.

716. 1 2 3 4 5 Reconciles cash with gasoline pump meter readings, sales slips, and credit card charges.

717. 1 2 3 4 5 Orders, receives, and inventories gasoline, oil, automotive accessories and parts.

718. 1 2 3 4 5 May perform automotive maintenance and repair work.

719. 1 2 3 4 5 May sell only gasoline and oil on self-service basis.

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185.167-022 FOOD CONCESSION MANAGER

720. 1 2 3 4 5 Purchases refreshments.

721. 1 2 3 4 5 Directs storage, preparation, and serving of refreshments by other workers at refreshment stand or circulating throughout the audience.

722. 1 2 3 4 5 Assigns vendors to locations.

723. 1 2 3 4 5 Tabulates receipts and balances accounts.

724. 1 2 3 4 5 Inventories supplies on hand at end of each day or other designated period.

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185.167-054 TOBACCO WAREHOUSE MANAGER

725. 1 2 3 4 5 Oversees auction sale of consigned tobacco to wholesale buyers.

726. 1 2 3 4 5 Ascertains eligibility of each purhcaser before completing sale.

727. 1 2 3 4 5 Supervises workers engaged in collecting payment from buyers and paying growers for tobacco sold.

728. 1 2 3 4 5 Directs advertisement of firm through printed matter and subordinates who contact prospective customers.

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185.167-066 VENDING-STAND SUPERVISOR (Government Service)

729. 1 2 3 4 5 Observes stand operation and advises blind vendor on merchandise purchase and display, improved methods of operation, personal appearance, and sanitation.

730. 1 2 3 4 5 Inspects condition of stock and fixtures to ascertain adherence to regulations and to determine need for maintenance and repairs.

731. 1 2 3 4 5 Examines invoices and receipts to determine equity of charges and to prepare monthly profit and loss statement.

732. 1 2 3 4 5 Investigates and resolves problems varying from nuisance complaints to breach-of-contract.

733. 1 2 3 4 5 May collect cash, invoices, receipts, and specified assessments as determined by state program requirements.

734. 1 2 3 4 5 May plan, locate, and arrange for installation of stands, train vendors, and negotiate contracts with building managers for stand operation.

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186.117-046 LEASING MANAGER (Petroleum Production)

735. 1 2 3 4 5 Studies leases bought, prices paid, and other negotiations of competing companies in specified areas and determines expenditure necessary to obtain leases and other contracts in those areas.

736. 1 2 3 4 5 Determines and specifies date of termination of lease rentals.

737. 1 2 3 4 5 Negotiates with brokers or other individuals to sell interests in leases owned.

738. 1 2 3 4 5 Executes general policies established by company officials.

739. 1 2 3 4 5 May make final decisions on and sign agreements and contracts for purchase, sale and acquisition of land leases, mineral and royalty rights.

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186.167-022 CREDIT CARD OPERATIONS MANAGER

740. 1 2 3 4 5 Develops and establishes procedures for verifying data on application form to ascertain if applicant meets prescribed criteria for credit.

741. 1 2 3 4 5 Reviews documentation and recommendations on applications prepared by staff to determine credit validity and approves issuance to applicants meeting criteria.

742. 1 2 3 4 5 Establishes maximum credit ceiling from data for each account.

743. 1 2 3 4 5 Analyzes computer printouts, collection statistics, and reports to determine status of collection balances outstanding, and to evaluate effectiveness in current delinquency collection policies and procedures.

744. 1 2 3 4 5 Confers with administrative personnel relative to delinquency trends, and to recommend and assist in formulating changes in policy and procedures designed to provide for increased operational controls.

745. 1 2 3 4 5 Compiles and analyzes statistical data on fraudulent use of credit cards to develop procedures designed to deter or prevent use of cards.

746. 1 2 3 4 5 Conducts supervisory staff meetings to assign credit applications for verification, delinquent accounts for collection, fraud cases for investigation and possible legal action, and to obtain progress reports on activities.

747. 1 2 3 4 5 Audits delinquent accounts considered to be uncollectible to insure maximum efforts and alternate recovery resources have been taken before assigning account bad debt status.

748. 1 2 3 4 5 Insures that prescribed actions on credit cards reported stolen are taken.

749. 1 2 3 4 5 Directs removal of charges in excess of client's liability from account.

750. 1 2 3 4 5 Coordinates credit card operations with activities of central collection department, company branches, and other credit card companies to exchange information and update credit card controls.

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186.167-030 HOUSING PROJECT MANAGER

751. 1 2 3 4 5 Develops and implements plans for administration of housing project and procedures to making housing assignments.

752. 1 2 3 4 5 Reviews occupancy reports to insure that applications, selection of tenants and assignment of dwelling units are in accordance with rules and regulations.

753. 1 2 3 4 5 Conducts surveys of local rental rates and participates in setting of rental rates acccording to occupants' income and accommodation requirements.

754. 1 2 3 4 5 Prepares operational budget requests and receives accounts for and disburses funds.

755. 1 2 3 4 5 Conducts analyses of management and maintenance costs to determine areas where cost reductions can be effected.

756. 1 2 3 4 5 Plans long range schedule of major repairs on units.

757. 1 2 3 4 5 Studies housing demands occupancy and turnover rates and accommodation requirements of applicants to recommend policy and physical requirement changes.

758. 1 2 3 4 5 Promotes harmonious relations among tenants, housing project personnel, and persons of the community.

759. 1 2 3 4 5 Directs work activities of office and clerical staff.

760. 1 2 3 4 5 Requisitions furnishings and furniture for housing units.

761. 1 2 3 4 5 May direct activities of other management personnel in housing project having commercial shops, etc.

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186.167-042 MARKET MANAGER

762. 1 2 3 4 5 Negotiates contracts between wholesalers and market authority or rents space to food buyers and sellers.

763. 1 2 3 4 5 Directs, through subordinate personnel, collection of fees or monies due market, maintenance and cleaning of buildings and grounds, and enforcement of market sanitation and security rules and regulations.

764. 1 2 3 4 5 Keeps records of current sales prices of food items and total sales volume.

765. 1 2 3 4 5 May endeavor to resolve differences arising between buyers and sellers.

766. 1 2 3 4 5 May prepare market activity reports for management or board.

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186.267-010 BONDING AGENT

767. 1 2 3 4 5 Interviews bond applicant to ascertain character and financial status.

768. 1 2 3 4 5 Furnishes bond for prescribed fee upon determining intention of accused to appear in court.

769. 1 2 3 4 5 Posts and signs bond with court clerk to obtain release of client.

770. 1 2 3 4 5 Forfeits amount of bond if client fails to appear for trial.

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187.117-014 COMMUNITY ORGANIZATION DIRECTOR

771. 1 2 3 4 5 Organizes and develops planning program to ascertain community requirements and problems in specific fields of welfare work and to determine agency responsibility for administering program.

772. 1 2 3 4 5 Surveys functions of member agencies to avoid duplication of efforts and recommends curtailment, extension, modification, or initiation of services.

773. 1 2 3 4 5 Advises health and welfare agencies in planning and providing services based on community surveys and analyses.

774. 1 2 3 4 5 Reviews estimated budgets of member agencies.

775. 1 2 3 4 5 Prepares and releases reports, studies, and publications to promote public understanding of and support for community programs.

776. 1 2 3 4 5 May recruit and train volunteer workers.

777. 1 2 3 4 5 May organize and direct campaign for solicitation of funds.

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187.117-046 GROUP WORK PROGRAM DIRECTOR

778. 1 2 3 4 5 Coordinates activities of program committees and other groups to plan procedures.

779. 1 2 3 4 5 Studies and analyzes member and community needs for basis of program development.

780. 1 2 3 4 5 Directs selection and training of staff and volunteer workers.

781. 1 2 3 4 5 Assigns work and evaluates performance of staff members and recommends indicated actions.

782. 1 2 3 4 5 Assists staff through individual and group conferences in analysis of specific programs, understanding of program development, and increasing use of individual skills.

783. 1 2 3 4 5 Interprets agency program and services to individuals or groups in community.

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187.137-010 RECREATION SUPERVISOR

784. 1 2 3 4 5 Develops and promotes recreation program.

785. 1 2 3 4 5 Adapts recreation programs to meet needs of individual agency or institution.

786. 1 2 3 4 5 Introduces new program activities, equipment, and materials to staff.

787. 1 2 3 4 5 Trains personnel and evaluates performance.

788. 1 2 3 4 5 Interprets recreation service to public and participates in community meetings and organizational planning.

789. 1 2 3 4 5 May work in team with administrative or other professional personnel.

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187.161-014 HANDICRAFT-OR-HOBBY SHOP MANAGER

790. 1 2 3 4 5 Plans and initiates promotional projects to publicize recreational facilities.

791. 1 2 3 4 5 Prepares budget request for additional craft facilities.

792. 1 2 3 4 5 Conducts surveys to determine which crafts are in demand to insure that facilities are acquired.

793. 1 2 3 4 5 Inventories and requisitions supplies.

794. 1 2 3 4 5 Plans and coordinates activities of subordinates conducting classes.

795. 1 2 3 4 5 Prepares accounting reports on disbursement of funds.

796. 1 2 3 4 5 Demonstrates use of machines and equipment to enforce safety rules and regulations.

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187.167-022 VOLUNTEER SERVICES COORDINATOR

797. 1 2 3 4 5 Consults administrators and staff to determine organization needs for various volunteer services and plans for volunteer recruitment.

798. 1 2 3 4 5 Interviews, screens, and refers applicants to appropriate units.

799. 1 2 3 4 5 Orients and trains volunteers prior to assignment in specific units.

800. 1 2 3 4 5 Arranges for on-the-job and other required training and supervision and evaluation of volunteers.

801. 1 2 3 4 5 Resolves personnel problems.

802. 1 2 3 4 5 Serves as liaison between administration, staff, and volunteers.

803. 1 2 3 4 5 Prepares and maintains procedural and training manuals.

804. 1 2 3 4 5 Speaks to community groups explaining organization activities and role of volunteer program.

805. 1 2 3 4 5 Publishes agency newsletter and prepares news items for other news media.

806. 1 2 3 4 5 Maintains personnel records.

807. 1 2 3 4 5 Prepares statistical reports on extent, nature, and value of volunteer service.

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187.167-038 VOLUNTEER SERVICES DIRECTOR

808. 1 2 3 4 5 Confers with administrative staff to plan volunteer program consistent with needs of insitution or agency.

809. 1 2 3 4 5 Recommends establishment of policies and procedures for inservice training, work hours, and types of service to be performed by volunteers.

810. 1 2 3 4 5 Secures services of volunteer workers.

811. 1 2 3 4 5 Organizes classes of instruction for volunteers to teach proper procedures and techniques.

812. 1 2 3 4 5 Suggests and directs projects to be carried out by volunteer workers.

813. 1 2 3 4 5 Assigns workers to various services with hospital or agency.

814. 1 2 3 4 5 Arranges for appropriate recognition of volunteers for their services.

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187.167-054 AQUATIC FACILITY MANAGER

815. 1 2 3 4 5 Establishes operational procedures relating to purchasing, accounting, and budgeting.

816. 1 2 3 4 5 Hires and coordinates activities of subordinates and performers.

817. 1 2 3 4 5 Reviews operational expense and other financial reports for accuracy and budget preparation.

818. 1 2 3 4 5 Inspects facility for compliance with occupational, health, and safety regulations.

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187.167-062 BRANCH OPERATION EVALUATION MANAGER

819. 1 2 3 4 5 Travels from branch to branch and visually checks physical structures and surroundings, noting degree of maintenance provided or required and unusual wear and tear.

820. 1 2 3 4 5 Notes condition of furniture, linens, and supplies and recommends replacements where necessary.

821. 1 2 3 4 5 Evaluates adequacy of return of investment on individual branches and alters or initiates procedures to improve service and reduce expenses.

822. 1 2 3 4 5 Examines books of account of individual establishment.

823. 1 2 3 4 5 Prepares report, summarizing findings and including recommendations for maintenance, repair, changes in operational procedures, and purchase requirements, and submits report to home office.

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187.167-074 CEMETERY MANAGER

824. 1 2 3 4 5 Formulates and administers cemetery policy and services under authority of governing board.

825. 1 2 3 4 5 Analyzes and coordinates budget estimates and regulates expenditures to administer budget.

826. 1 2 3 4 5 Interviews and hires job applicants.

827. 1 2 3 4 5 Directs activities of clerical staff and other workers engaged in burial services, landscaping, or maintenance.

828. 1 2 3 4 5 Arranges details, such as site of burial, digging of grave or opening of crypt, and placement of equipment and protective covering, with funeral director.

829. 1 2 3 4 5 Directs subordinates to carry out burial arrangements.

830. 1 2 3 4 5 May drive automobile to escort and guide funeral cortege from cemetery entrance to grave site.

831. 1 2 3 4 5 May supervise sales staff.

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187.167-086 DANCE STUDIO MANAGER

832. 1 2 3 4 5 Directs sales activities, dance instruction of patrons, and maintenance of required records.

833. 1 2 3 4 5 Selects, trains, promotes, and discharges instructional, sales, and clerical personnel.

834. 1 2 3 4 5 Coordinates advertising activities of studio in print media, on radio and television, or through other channels.

835. 1 2 3 4 5 Interviews prospective patrons and attempts to persuade them to sign instructional contracts.

836. 1 2 3 4 5 Gives dancing demonstrations for prospective patrons to stimulate sales.

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187.167-114 GOLF CLUB MANAGER

837. 1 2 3 4 5 Directs activities of dining room and kitchen workers and crews that maintain club buildings, equipment, and golf course in good condition.

838. 1 2 3 4 5 Hires and discharges workers.

839. 1 2 3 4 5 Estimates quantities and costs of foodstuffs, beverages, and groundskeeping equipment to prepare operating budget.

840. 1 2 3 4 5 Explains necessity of items on budget to board of directors and requests approval.

841. 1 2 3 4 5 Inspects club buildings, equipment, and golf course.

842. 1 2 3 4 5 Requisitions materials.

843. 1 2 3 4 5 Keeps accounts of receipts and expenditures.

844. 1 2 3 4 5 May assist in planning tournaments.

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187.167-122 HOTEL RECREATIONAL FACILITIES MANAGER

845. 1 2 3 4 5 Advises guests of available activities.

846. 1 2 3 4 5 Processes applications for rental of cabanas, docking of yachts, and membership.

847. 1 2 3 4 5 Hires and directs activities of subordinates.

848. 1 2 3 4 5 Compiles record of receipts collected for use of facilities.

849. 1 2 3 4 5 Requisitions supplies and equipment.

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187.167-146 SKATING RINK MANAGER

850. 1 2 3 4 5 Establishes hours that rink is open for business.

851. 1 2 3 4 5 Plans and initiates promotional projects to advertise establishment.

852. 1 2 3 4 5 Arranges private parties.

853. 1 2 3 4 5 Purchases skates and skating supplies.

854. 1 2 3 4 5 Sells skates and skating supplies to patrons.

855. 1 2 3 4 t Keeps record of budget.

856. 1 2 3 4 5 Arranges for individual or group skating instruction.

857. 1 2 3 4 5 Inspects building to detect need for maintenance.

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858. 1 2 3 4 5 Inspects floor to determine need for resanding or for scraping of ice.

859. 1 2 3 4 5 May repair broken skates.

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187.167-166 WINTER SPORTS MANAGER

860. 1 2 3 4 5 Advises resort management or owner of optimum dates for opening and closing resort, taking into consideration weather predictions, reservations backlog from guests, and experience of previous season.

861. 1 2 3 4 5 Orders supplies.

862. 1 2 3 4 5 Coordinates activities of custodial staff, food-service workers, and other resort employees to insure availability of facilities on opening date.

863. 1 2 3 4 5 Trains winter-sports instructors and service personnel.

864. 1 2 3 4 5 Insures that skating rink and ski slopes are suitable for use by public, notifying resort personnel to take appropriate action according to weather conditions.

865. 1 2 3 4 5 Issues weather reports to resort management.

866. 1 2 3 4 5 Arranges for snow removal from roads by public authorities.

867. 1 2 3 4 5 May give instruction to guests in winter sports participation.

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187.167-194 LAUNDRY SUPERINTENDENT

868. 1 2 3 4 5 Schedules flow of work through sorting, washing, and ironing departments.

869. 1 2 3 4 5 Hires, discharges, and transfers employees according to work performance and production needs.

870. 1 2 3 4 5 Purchases supplies.

871. 1 2 3 4 5 Prepares and analyzes reports on labor cost and production operations to determine whether operating cost standards are being met.

872. 1 2 3 4 5 Tests strength of bleach, using chemical test kit.

873. 1 2 3 4 5 Performs other administrative and supervisory duties to insure efficient and profitable operation.

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188.117-014 BUSINESS-ENTERPRISE OFFICER (Government Service)

874. 1 2 3 4 5 Interviews handicapped applicants to determine suitable job or business consistent with applicant's experience, training, aptitude, and physical limitations.

875. 1 2 3 4 5 Accepts or recommends acceptance of suitable candidates.

876. 1 2 3 4 5 Develops training methods and trains handicapped persons in operation of business.

877. 1 2 3 4 5 Plans desirable locations for enterprises.

878. 1 2 3 4 5 Negotiates lease or donation of space with property owners and other interested parties.

879. 1 2 3 4 5 Establishes statistical and accounting procedures to evaluate productivity of business and success of proprietor.

880. 1 2 3 4 5 Coordinates activities with religious, charitable, and other agencies carrying out related programs to benefit handicapped persons.

881. 1 2 3 4 5 Prepares public information materials explaining program for radio, television, and printed media.

882. 1 2 3 4 5 Presents lectures to interested groups to increase public awareness of handicapped citizens' problems.

883. 1 2 3 4 5 Confers with state purchasing officials to obtain fixtures and initial stock for retail operations at most favorable prices available.

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Part II. The tasks identified in Part II are listed by career opportunity selected and identified through the use of the "Career Opportunities Survey" previously submitted to Business Administration Advisory Board Members across the state. These tasks have been identified by careers to enable you to indicate competency levels for tasks peculiar to a career opportunity and/or to indicate competency levels which may vary, depending upon the career opportunity.

In the spaces provided for other tasks at the end of each career opportunity section, please list and rate the importance of any additional tasks (not previously listed for all careers in Part I) required to perform the job. In these spaces, too, you may list tasks from Part I where you indicated a "general" competency level as inappropriate for a specific career (by blacking in the circle under the career opportunity listing); you should then indicate the competency level desirable for the identified task as a specific aspect of the particular career opportunity.

Again, the person should possess:

1. no competency in this activity
2. slight competency in this activity
3. moderate competency in this activity
4. considerable competency in this activity
5. complete competency in this activity

161.267-014 CREDIT OFFICER, DEALER ACCOUNTS

511. 1 2 3 4 5 Reviews applications with reports on dealer's financial condition, inspection of premises, merchandise on hand, and sales records, to determine if dealer resources meet criteria for establishing lines of credit or extending existing lines of credit.

512. 1 2 3 4 5 Contacts branch office personnel to obtain any missing documents required for evaluation of application.

513. 1 2 3 4 5 Approves, rejects, or defers action on application and prepares recommendation on loan request for action by management.

514. 1 2 3 4 5 Reviews data submitted by branch offices on dealer discounting activities to ascertain trends and profitability of operations.

515. 1 2 3 4 5 Prepares recommendations on actions to be taken regarding dealer accounts, collection of past due payments, or repossession of merchandise, based on findings.

516. 1 2 3 4 5 Reviews and approves chargeoff requests.

517. 1 2 3 4 5 Prepares reports for management on profitability of business with dealer accounts.

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163.167-014 CIRCULATION MANAGER

518. 1 2 3 4 5 Directs staffing, training, and performance evaluations to develop and control sales and distribution program.

519. 1 2 3 4 5 Establishes geographical areas of responsibility for subordinates to coordinate sales and distribution activities.

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163.167-026 PROPERTY-DISPOSAL OFFICER

520. 1 2 3 4 5 Inspects property to ascertain condition and estimate market value.

521. 1 2 3 4 5 Investigates market conditions and facilities to determine time, place, type of sale, and whether items shall be sold individually or in lots.

522. 1 2 3 4 5 Prepares advertising material and selects media for its release.

523. 1 2 3 4 5 Assigns and directs activities of sales personnel.

524. 1 2 3 4 5 Determines method of property display and sets prices of items to be sold in conformity with value and market.

525. 1 2 3 4 5 Advises interested parties of salvage possibilities.

526. 1 2 3 4 5 Recommends destruction or abandonment of property not deemed possible or practical to sell or salvage.

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164.117-014 ADVERTISING AGENCY MANAGER

527. 1 2 3 4 5 Formulates plans to extend business with established accounts and to solicit new accounts.

528. 1 2 3 4 5 Coordinates activities of departments.

529. 1 2 3 4 5 Inspects layouts and advertising copy and edits radio and television scripts for adherence to predetermined plans.

530. 1 2 3 4 5 Conducts meetings with department supervisors to outline and initiate new advertising policies or procedures.

531. 1 2 3 4 5 May confer with clients to provide marketing or technical advice.

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165.117-010 FUNDRAISING DIRECTOR

532. 1 2 3 4 5 Establishes fund-raising goals according to financial need of agency.

533. 1 2 3 4 5 Formulates policies for collecting and safeguarding contributions.

534. 1 2 3 4 5 Initiates public relations program to promote community understanding and support for organization's objectives.

535. 1 2 3 4 5 Develops schedule for disbursing solicited funds.

536. 1 2 3 4 5 Issues instructions to volunteer and paid workers regarding solicitations, public relations, and clerical duties.

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166.167-018 BENEFITS MANAGER

537. 1 2 3 4 5 Plans and directs implementation and administration of benefits programs designed to insure employees against loss of income because of illness, injury, layoff, or retirement.

538. 1 2 3 4 5 Directs preparation and distribution of informational literature and verbal presentations to notify and advise employees of eligibility for benefits programs.

539. 1 2 3 4 5 Analyzes company benefits policies, laws concerning mandatory insurance coverage, data concerning prevailing practices among similar organizations, and agreements with labor unions in order to comply with legal requirements and to establish competitive benefits programs.

540. 1 2 3 4 5 Modifies aspects of existing program according to findings, utilizing knowledge of prevailing practices, emerging types of benefits packages, and customary benefits provided for production, supervisory, and executive personnel.

541. 1 2 3 4 5 Directs performance of clerical functions.

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166.167-030 EMPLOYMENT MANAGER

542. 1 2 3 4 5 Plans and directs activities of staff workers concerned with such functions as developing sources of qualified applicants, conducting screening interviews, administering tests, checking references and background, evaluating applicants' qualifications, and arranging for preliminary indoctrination and training for newly hired employees.

543. 1 2 3 4 5 Keeps records and compiles statistical reports concerning recruitments, interviews, hires, transfers, promotions, terminations, and performance appraisals, utilizing knowledge of job requirements, valid selection processes, and legislation concerning equal employment practices.

544. 1 2 3 4 5 Coordinates employment activities.

545. 1 2 3 4 5 Analyzes statistical data and other reports concerning all aspects of employment function in order to identify and determine causes of personnel problems and to develop and present recommendations for improvement of establishment's employment policies, processes, and practices.

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166.167-046 SPECIAL AGENT (Insurance)

546. 1 2 3 4 5 Selects sales agent.

547. 1 2 3 4 5 Drafts contract between agent and company.

548. 1 2 3 4 5 Advises agent on matters pertaining to conduct of business.

549. 1 2 3 4 5 May gather information for underwriter.

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166.267-014 HOSPITAL - INSURANCE REPRESENTATIVE

550. 1 2 3 4 5 Discusses contract provisions and hospital claims forms with medical and hospital personnel.

551. 1 2 3 4 5 Instructs hospital clerical staff in resolving problems concerning billing and admitting procedures.

552. 1 2 3 4 5 Writes reports outlining hospital and contract benefits for incorporation into brochures and pamphlets.

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166.267-030 RETIREMENT OFFICER (Government Service)

553. 1 2 3 4 5 Explains retirement annuity system to personnel officers of state or local governmental entities covered by system.

554. 1 2 3 4 5 Explains retirement policies and regulations of retirement board to covered employee groups.

555. 1 2 3 4 5 Audits retirement accounts and examines records of employing entitites to insure compliance with prescribed standards and regulations.

556. 1 2 3 4 5 Attends and addresses conferences and other meetings of employees concerned as representative of retirement board.

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168.167-070 REGULATORY ADMINISTRATOR (Telephone and Telegraph)

557. 1 2 3 4 5 Directs investigations of telephone company rates and services to insure that subscribers' complaints are answered and requirements of governmental utility-regulation agencies are met.

558. 1 2 3 4 5 Analyzes reports of resulting data and recommends response to complaint.

559. 1 2 3 4 5 Directs preparation of documents for use by company witnesses summoned to testify at governmental hearings.

560. 1 2 3 4 5 Reviews governmental rulings to determine changes in legal stipulations and probable effect on company activities.

561. 1 2 3 4 5 May provide advice and source data to management personnel concerned with preparing applications to regulatory bodies for changes in rates or service.

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168.267-038 ELIGIBILITY-AND-OCCUPANCY INTERVIEWER (Government Service)

562. 1 2 3 4 5 Receives and processes initial or reactivated applications for public housing.

563. 1 2 3 4 5 Interviews applicant to obtain additional information and need for housing assistance.

564. 1 2 3 4 5 Advises applicant on eligibility requirements, methods of selecting tenants, and housing opportunities.

565. 1 2 3 4 5 Contacts employers and public and private health and welfare agencies to verify applicant information.

566. 1 2 3 4 5 Provides information to tenant or applicant on availability of community resources for financial or social welfare assistance.

567. 1 2 3 4 5 Determines applicant eligibility according to agency rules and policies.

568. 1 2 3 4 5 Selects and refers eligible applicant to housing project manager.

569. 1 2 3 4 5 Notifies eligible applicant of vacancy and assignment procedures.

570. 1 2 3 4 5 Computes rent in proportion to applicant's income.

571. 1 2 3 4 5 Receives and records security deposit and advance rent from selected applicant.

572. 1 2 3 4 5 Conducts annual, interim, and special housing reviews with tenants.

573. 1 2 3 4 5 May assist in resolving tenant complaints on maintenance problems.

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574. 1 2 3 4 5 May visit home to determine housekeeping habits, verify housing condition, and establish housing need.

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168.367-014 TRAVEL ACCOMMODATIONS RATER

575. 1 2 3 4 5 Travels to and inspects travel accommodations and tourist facilities in order to observe conditions and gather data to be used in determining ratings.

576. 1 2 3 4 5 Rates or re-rates establishment according to predetermined standards concerning quantity and quality of such factors as convenience of location, variety of facilities available, degree of cleanliness maintained, efficiency of services offered, etc.

577. 1 2 3 4 5 Reports findings to employer by filling out forms containing ratings and reasons for conclusions and judgments.

578. 1 2 3 4 5 May sell, to establishments concerned, advertising space in publication in which ratings are to appear.

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169.167-018 CONTACT REPRESENTATIVE (Government Service)

579. 1 2 3 4 5 Advises individuals of procedures for obtaining benefits or fulfilling obligations by explaining regulations, policies, and determinations of agency.

580. 1 2 3 4 5 Advises in preparation of applications required to obtain benefits or documents required to fulfill obligations.

581. 1 2 3 4 5 Analyzes applications for benefits, privileges, or relief from obligations, using knowledge of rules, regulations, and precedent decisions to determine qualifications for benefits and privileges or liability for obligations.

582. 1 2 3 4 5 Investigates errors or delays in processing of applications for benefits and initiates corrective action.

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169.167-050 GROUP INSURANCE SPECIAL AGENT

583. 1 2 3 4 5 Explains types of insurance coverage and accounting documentation required by company.

584. 1 2 3 4 5 Plans and oversees incorporation of insurance program into a company's bookkeeping system.

585. 1 2 3 4 5 Establishes client's method of payment.

586. 1 2 3 4 5 May install accounting systems and resolve system problems.

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169.367-010 EMPLOYMENT-AND-CLAIMS AIDE (Government Service)

587. 1 2 3 4 5 Answers questions concerning registration for jobs or application for unemployment insurance benefits.

588. 1 2 3 4 5 Reviews data on job application to claim forms to insure completeness.

589. 1 2 3 4 5 Refers applicants to job opening or interview with employment interviewer in accordance with administrative guidelines or office procedures.

590. 1 2 3 4 5 Schedules unemployment insurance claimants for interview by claims adjudicator when question of eligibility arises.

591. 1 2 3 4 5 Interviews claimants returning at specified intervals to certify claimants for continuing benefits.

592. 1 2 3 4 5 May assist applicants in filling out forms using knowledge of information required or native language of applicant.

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183.167-010 BREWING DIRECTOR

593. 1 2 3 4 5 Devises brewing formulas and processes or works in conjunction with research personnel to develop or modify formulas and processes.

594. 1 2 3 4 5 Directs and coordinates activities of departments to control processing, according to formula specifications.

595. 1 2 3 4 5 Confers with technical and administrative personnel to resolve formula and process problems.

596. 1 2 3 4 5 Reviews and analyzes production orders to determine brewing schedules and manpower requirements.

597. 1 2 3 4 5 Tests and inspects beer, grain, malt, wort, and yeast, using saccharimeter, hydrometer, and other test equipment and correlates results with quality control analyses.

598. 1 2 3 4 5 Advises and recommends to management methods and procedures for selecting, installing, and maintaining equipment.

599. 1 2 3 4 5 Reviews and resolves personnel actions.

600. 1 2 3 4 5 Prepares and submits production reports.

601. 1 2 3 4 5 May confer with worker's representatives to resolve grievances.

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183.167-022 GENERAL SUPERVISOR (Malt Liquors)

602. 1 2 3 4 5 Recommends improvements in processing, sanitation, and safety procedures.

603. 1 2 3 4 5 Reviews and approves requests for minor repairs and maintenance.

604. 1 2 3 4 5 Assists brewing director in departmental operations.

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184.117-018 DISTRICT SUPERVISOR (Motor Transportation)

605. 1 2 3 4 5 Selects passenger bus depot sites along routes.

606. 1 2 3 4 5 Sets up agreement between company and agent.

607. 1 2 3 4 5 Inspects depots to insure maintenance of company standards for food and passenger comfort facilities.

608. 1 2 3 4 5 Advises agent of bus schedule changes.

609. 1 2 3 4 5 Investigates accidents and arranges settlements.

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184.117-050 OPERATIONS MANAGER (Transportation)

610. 1 2 3 4 5 Confers and cooperates with management personnel in formulating administrative and operational policies and procedures.

611. 1 2 3 4 5 Directs and coordinates, through subordinate managerial personnel, activities of operations department to obtain optimum use of equipment, facilities, and personnel.

612. 1 2 3 4 5 Reviews and analyzes expenditure, financial, and operations reports to determine requirements for increasing profits.

613. 1 2 3 4 5 Prepares recommendations on findings for management evaluation.

614. 1 2 3 4 5 Recommends capital expenditures for acquisition of new equipment which would increase efficiency and services of operations department.

615. 1 2 3 4 5 Approves requisitions for equipment, materials, and supplies within limits of operations department budget.

616. 1 2 3 4 5 Enforces compliance of operations personnel with administrative policies, procedures, safety rules, and governmental regulations.

617. 1 2 3 4 5 Directs investigations into causes of customer or shipper complaints relating to operations department.

618. 1 2 3 4 5 May negotiate contracts with equipment and materials suppliers.

619. 1 2 3 4 5 May act as representative of transportation organization before government commissions or regulatory bodies during hearings for increased fares or tariffs and on extension of or new rules.

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184.117-062 STATION MANAGER (Radio and TV)

620. 1 2 3 4 5 Supervises directly, or through subordinates, personnel engaged in departments.

621. 1 2 3 4 5 Observes activities to insure compliance with federal regulations.

622. 1 2 3 4 5 Develops plans to promote sales of programs and time periods to advertisers and their agencies.

623. 1 2 3 4 5 Negotiates with motion picture companies for purchase of independent film programs.

624. 1 2 3 4 5 Confers with owners to discuss station policy and administrative procedures.

625. 1 2 3 4 5 May contact prospective buyers of station time to promote sale of station services.

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184.117-078 COMMISSARY SUPERINTENDENT (Water Transportation)

626. 1 2 3 4 5 Processes requisitions for supplies and equipment from vessels and approves or denies request.

627. 1 2 3 4 5 Negotiates contracts with supply houses, manufacturers, or wholesalers for equipment, supplies, and furnishings.

628. 1 2 3 4 5 Formulates and issues instructions for management commissary department aboard vessels.

629. 1 2 3 4 5 Represents company in formulating policies when negotiating contracts with union.

630. 1 2 3 4 5 Resolves labor-management problems of commissary department personnel.

631. 1 2 3 4 5 Inventories food supplies aboard vessels and examines menus to insure that vessels are serving balanced diets.

632. 1 2 3 4 5 Inspects vessels to insure that housekeeping functions conform to sanitary regulations and that repairs and improvements are made.

633. 1 2 3 4 5 Analyzes food costs and prepares reports for management.

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184.167-054 BUS TRANSPORTATION MANAGER

634. 1 2 3 4 5 Applies for or recommends fare revisions, extension of routes, or changes in schedules in order to improve passenger services and increase revenues.

635. 1 2 3 4 5 Coordinates terminal and dispatching activities, communication operations, and assignment of driving personnel to obtain optimum use of facilities, equipment, and manpower.

636. 1 2 3 4 5 Inspects physical facilities of terminal and buses.

637. 1 2 3 4 5 Processes passenger complaints and initiates corrective actions designed to improve customer relations and services.

638. 1 2 3 4 5 Initiates investigations into causes of accidents, interviews operators concerned to determine responsibility, and takes actions on findings or submits reports to management.

639. 1 2 3 4 5 Directs preparation and issuance of new schedules to terminal and operating personnel.

640. 1 2 3 4 5 Dispatches replacement buses for vehicles involved in accidents and buses and operators for special charter or tours.

641. 1 2 3 4 5 Directs and participates in training of personnel.

642. 1 2 3 4 5 Issues manuals, bulletins, and technical guides to improve services and operational activities.

643. 1 2 3 4 5 Reviews operator bids for routes to determine assignments for driving personnel.

644. 1 2 3 4 5 Checks trip and dispatch logs for conformance with schedules.

645. 1 2 3 4 5 Verifies cash fares with operator reports and reviews errors with personnel concerned.

646. 1 2 3 4 5 Directs preparation of and keeping of dispatch and vehicle operations records and reports.

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184.167-062 COMMUNICATIONS STATION MANAGER (Telephone and Telegraph)

647. 1 2 3 4 5 Reviews station logs and confers with supervisory personnel to ascertain apparatus or equipment malfunctions and remedial procedures taken.

648. 1 2 3 4 5 Plans station activities, prepares work schedules, and assigns technical personnel to operating or maintenance duties.

649. 1 2 3 4 5 Authorizes requisitions for replacement parts, materials, and supplies.

650. 1 2 3 4 5 Prepares reports and records on station activities.

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184.167-082 STATION MANAGER (Air Transportation)

651. 1 2 3 4 5 Reviews station activity reports to ascertain data required for planning station operations.

652. 1 2 3 4 5 Directs preparation of work schedules to obtain optimum utilization of manpower and facilities.

653. 1 2 3 4 5 Coordinates activities of passenger reservations and ticketing, passenger services, ramp and cargo services, commissary services, and dispatching of aircraft to insure operations meet company and government policies and regulations.

654. 1 2 3 4 5 Directs preparation of passenger lists, cargo manifests, and plans for stowage of cargo and baggage aboard aircraft.

655. 1 2 3 4 5 Evaluates training and performance records of employees to determine and formulate training designed to increase employee efficiency.

656. 1 2 3 4 5 May direct activities of transportation agent in expediting movement of freight, mail, baggage, and passengers through station or from other company's terminal to station.

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184.167-094 TRAFFIC MANAGER

657. 1 2 3 4 5 Develops methods and procedures for transportation of raw materials to processing and production areas and commodities from departments to customers, warehouses, or other storage facilities.

658. 1 2 3 4 5 Determines most efficient and economical routing and mode of transportation, using rate and tariff manuals and motor freight and railroad guidebooks.

659. 1 2 3 4 5 Directs scheduling of shipments and notifies concerned departments or customers of arrival dates.

660. 1 2 3 4 5 Initiates investigations into causes of damages or shortages in consignments or overcharges for freight or insurance.

661. 1 2 3 4 5 Conducts studies in areas of packaging, warehousing, and loading of commodities and evaluates existing procedures and standards.

662. 1 2 3 4 5 Initiates changes designed to improve control and efficiency of traffic department.

663. 1 2 3 4 5 May negotiate contracts for leasing of transportation equipment or property.

664. 1 2 3 4 5 May assist in preparing department budget.

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184.167-106 TRAFFIC MANAGER (Telephone and Telegraph)

665. 1 2 3 4 5 Directs activities, such as customer service, traffic measurements and operations, and traffic studies.

666. 1 2 3 4 5 Directs preparation of budgets and control and assignment of personnel to meet traffic-volume requirements.

667. 1 2 3 4 5 Participates in public relations activities with customer representatives and attends service and professional organizational meetings as part of company's public relations program.

668. 1 2 3 4 5 Consults with representatives of connecting telephone companies to resolve service problems.

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184.167-122 PORT-TRAFFIC MANAGER

669. 1 2 3 4 5 Enforces rules and regulations, such as berthing of ships, handling and storing of cargo, and use of port facilities.

670. 1 2 3 4 5 Directs policing and cleaning activities of harbor deparment land, streets, buildings, and water areas.

671. 1 2 3 4 5 Insures that activities concerning revenue are documented and submitted to accounting division.

672. 1 2 3 4 5 Advises port authorities on rates and revisions of port tariff.

673. 1 2 3 4 5 Solicits steamship companies to use port facilities.

674. 1 2 3 4 5 Directs activities concerned with compiling daily and annual ship and cargo statistics.

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184.167-026 STATIONS SUPERINTENDENT (Transportation)

675. 1 2 3 4 5 Examines books and records of stations and terminals.

676. 1 2 3 4 5 Analyzes financial reports from stations and terminals and prepares reports for management showing profits and expenditures.

677. 1 2 3 4 5 Analyzes statistics to determine which areas require additional terminals and stations to provide adequate service to public.

678. 1 2 3 4 5 Reviews agreements with other transportation companies to insure against or settle disputes concerning fares, routes, and schedules.

679. 1 2 3 4 5 Confers with governmental commissions and management to establish policy concerning adequate service to public.

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184.167-226 TRANSPORTATION SUPERINTENDENT

680. 1 2 3 4 5 Procures state-required certificates of title and arranges for registrations and state inspections.

681. 1 2 3 4 5 Inspects automotive equipment, scheduling needed repair or service work.

682. 1 2 3 4 5 Coordinates operation and maintenance of equipment, storage facilities, and repair facilities.

683. 1 2 3 4 5 Directs recording of expenses and analyzes purchase and repair costs to control expenditures.

684. 1 2 3 4 5 May arrange for insurance coverage on vehicles.

685. 1 2 3 4 5 May plan and direct safety campaigns.

686. 1 2 3 4 5 May negotiate with vendors to purchase automotive equipment, materials, and supplies.

687. 1 2 3 4 5 May assign trucks and passenger cars for use.

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184.167-254 TERMINAL SUPERINTENDENT (Railroad Transportation)

688. 1 2 3 4 5 Directs and coordinates activities of personnel involved in transportation and handling of freight within geographic subdivision of railroad.

689. 1 2 3 4 5 Investigates train derailments or other accidents and directs clean-up operations.

690. 1 2 3 4 5 Directs activities of workers within railroad stations and terminals.

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184.267-010 FREIGHT-TRAFFIC CONSULTANT

691. 1 2 3 4 5 Consults with client regarding packing procedures and inspects packed or crated goods for conformance to shipping specifications to prevent damage, delay, or penalties.

692. 1 2 3 4 5 Selects mode of transportation.

693. 1 2 3 4 5 Confers with shipping brokers concerning export and import papers, docking facilities, or packing and marking procedures.

694. 1 2 3 4 5 Files claims with insurance company for losses, damages, and overcharges of freight shipments.

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185.157-014 SUPERVISOR OF SALES

695. 1 2 3 4 5 Visits tobacco growers, buyers, and auction warehouses to cultivate interest and goodwill.

696. 1 2 3 4 5 Develops publicity for tobacco industry.

697. 1 2 3 4 5 Investigates and confirms eligibility of buyers.

698. 1 2 3 4 5 Collects membership dues for tobacco Board of Trade.

699. 1 2 3 4 5 Schedules tobacco auction dates.

700. 1 2 3 4 5 Records quantity and purchase price of tobacco sold daily and prepares reports specified by board.

701. 1 2 3 4 5 May prepare report of marketing activities for state and federal agencies.

702. 1 2 3 4 5 May review and verify reports for individual warehouses.

703. 1 2 3 4 5 May examine quality and growth of tobacco in fields of individual growers and inform buyers of results.

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185.167-010 COMMISSARY MANAGER

704. 1 2 3 4 5 Determines quantitites of foodstuffs or other merchandise required to stock commissary, from inventory records, and prepares requisitions or buys merchandise to replenish stock.

705. 1 2 3 4 5 Sells merchandise to company employees or other eligible customers or issues merchandise upon requisition by authorized personnel.

706. 1 2 3 4 5 Keeps records pertaining to purchases, sales, and requisitions.

707. 1 2 3 4 5 May issue foodstuffs and supplies to cooks for preparation.

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185.167-018 DISTRIBUTION WAREHOUSE MANAGER

708. 1 2 3 4 5 Reviews bills of lading for incoming merchandise and customer orders in order to plan work activities.

709. 1 2 3 4 5 Assigns workers to specific duties.

710. 1 2 3 4 5 Establishes operational procedures for verification of incoming and outgoing shipments.

711. 1 2 3 4 5 Establishes operational procedures for handling and disposition of merchandise and keeping of warehouse inventory.

712. 1 2 3 4 5 Coordinates activities of distribution warehouse with activities of sales, record control, and purchasing departments to insure availability of merchandise.

713. 1 2 3 4 5 Directs reclamation of damaged merchandise.

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185.167-030 MEAT SALES AND STORAGE MANAGER

714. 1 2 3 4 5 Prepares daily schedule and directs activities of employees.

715. 1 2 3 4 5 Examines products bought for resale or received for storage.

716. 1 2 3 4 5 Cuts, trims, bones, and cleans meats and poultry.

717. 1 2 3 4 5 Displays and sells different cuts of meats and poultry to customers and advises customers on quality of food, method of handling, and other factors affecting preparing, freezing, and storing food.

718. 1 2 3 4 5 Conducts in-service training for employees.

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185.167-050 TEXTILE CONVERSION MANAGER

719. 1 2 3 4 5 Purchases textile fabrics from mills or receives fabrics from apparel or other finished fabric product manufacturers.

720. 1 2 3 4 5 Directs and coordinates finishing operations.

721. 1 2 3 4 5 May direct other chemical finishing treatments of fabric to develop qualities, such as water repellency, fire resistance, or mildew proofing.

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185.167-062 LIQUOR STORES AND AGENCIES SUPERVISOR (Government Service)

722. 1 2 3 4 5 Coordinates, through subordinates, purchasing, sale, inventory control, display, tabulating of receipts, and warehousing of beverages in stores according to public demand and established policy of control authority.

723. 1 2 3 4 5 Visits stores to inspect facilities and procedures and evaluate condition of stock.

724. 1 2 3 4 5 Authorizes transfer of beverages among stores to maintain fresh, balanced stock.

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725. 1 2 3 4 5 Recommends expansion, remodeling, or relocation of stores according to accepted merchandising principles and policy of authority.

726. 1 2 3 4 5 Reviews sales and inventory reports to develop more efficient procedures and to supply data on beverage consumption to legislative officials or other interested parties.

727. 1 2 3 4 5 May plan window displays or other merchandising techniques to stimulate sales.

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186.137-010 SAFETY DEPOSIT SUPERVISOR

728. 1 2 3 4 5 Opens and closes vault and records time of opening and closing in logbook.

729. 1 2 3 4 5 Turns controls to set vault clock for reopening.

730. 1 2 3 4 5 Authorizes forcing, servicing, and repair of safe-deposit box locks.

731. 1 2 3 4 5 Approves or disapproves rentals and requests for admittance to safe-deposit boxes in accordance with bank regulations.

732. 1 2 3 4 5 Compiles statistical and tax reports.

733. 1 2 3 4 5 Keeps departmental records.

734. 1 2 3 4 5 Trains new employees and assigns them to duties.

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186.167-026 CREDIT UNION MANAGER

735. 1 2 3 4 5 Reviews applications for loans and recommends to loan committee approval or denial.

736. 1 2 3 4 5 Directs initiation of payroll deductions as authorized by members for savings purposes or loan repayment, preparation of note, certificate of legal ownership or trust deed as collateral or acknowledgement of indebtedness.

737. 1 2 3 4 5 Supervises employees engaged in performing bookkeeping operations, clerical duties, and depositing monies in bank.

738. 1 2 3 4 5 Signs, as management representative of credit union, legal documents pertaining to real estate transactions.

739. 1 2 3 4 5 Signs for disbursement of funds as authorized by board of directors and obligations occurring from union operations.

740. 1 2 3 4 5 Establishes procedures to provide for control and accountability of assets and resources.

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741. 1 2 3 4 5 Directs preparation of financial statements as required by law or regulations, board of directors, and union bylaws.

742. 1 2 3 4 5 Assists government representatives in auditing credit union records.

743. 1 2 3 4 5 Assigns delinquent accounts to agencies for collection or repossession of pledged collateral.

744. 1 2 3 4 5 Performs related managerial duties, such as recommending to board securities for investment of excess funds, arranging for bank credit, negotiating loans, and purchasing and sale of securities as authorized.

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186.167-034 INSURANCE OFFICE MANAGER

745. 1 2 3 4 5 Hires and trains workers in performing such activities as selling insurance, processing insurance claims, or underwriting.

746. 1 2 3 4 5 Reviews activity reports to insure that personnel have achieved sales quotas, processed claims promptly, or credited collections to policyholders' accounts.

747. 1 2 3 4 5 Confers with company officials to plan and develop methods and procedures to increase sales, lower costs, and obtain greater efficiency.

748. 1 2 3 4 5 Interprets, implements, and enforces company policies.

749. 1 2 3 4 5 Prepares and submits activity reports.

750. 1 2 3 4 5 May reconcile earned commissions with commission advances on sales personnel.

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186.167-050 OPERATIONS OFFICER (Financial)

751. 1 2 3 4 5 Audits accounts, records of proof, and certifications to insure compliance of workers with established standard procedures and practices.

752. 1 2 3 4 5 Compiles required and special reports on operating functions of department or branch.

753. 1 2 3 4 5 Interviews, selects, and hires new employees.

754. 1 2 3 4 5 Directs employee training to improve efficiency and insure conformance with standard procedures and practices.

755. 1 2 3 4 5 Verifies workers' count of incoming cash shipments.

756. 1 2 3 4 5 Controls supply of money on hand commensurate with branch's daily needs and legal requirements.

757. 1 2 3 4 5 Conducts staff meetings of operations personnel, or

confers with subordinate supervisors to discuss operational problems or explain procedural changes or practices.

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186.267-014 LOAN COUNSELOR

758. 1 2 3 4 5 Studies record of delinquent account and contacts borrower to discuss payments due.

759. 1 2 3 4 5 Analyzes financial problems of borrower and adjusts loan agreement to restore loan to good standing.

760. 1 2 3 4 5 Receives and records payments.

761. 1 2 3 4 5 Prepares reports of delinquent accounts that cannot be collected.

762. 1 2 3 4 5 Answers loan inquiries concerning loan balance, taxes, and penalties.

763. 1 2 3 4 5 May be called upon to testify at legal proceedings.

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187.117-034 GENERAL MANAGER, ROAD PRODUCTION

764. 1 2 3 4 5 Plans layout of performance and backstage areas to conform with specification considering factors such as type and space of facility.

765. 1 2 3 4 5 Negotiates with local renting agent to arrange personal space for entertainers and animals at each facility used on tour.

766. 1 2 3 4 5 Coordinates activities of various departments to insure arrangements are made for providing water and feed for animals and disposal of rubbish and garbage and to insure that work crew has equipment and other facilities prepared for each performance.

767. 1 2 3 4 5 May count daily receipts and verify amount against number of tickets sold.

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187.117-054 RECREATION SUPERINTENDENT (Government Service)

768. 1 2 3 4 5 Selects, develops, and supervises paid staff and volunteers.

769. 1 2 3 4 5 Superintends acquisition, planning, design, construction, and maintenance of recreation facilities.

770. 1 2 3 4 5 Evaluates effectiveness of recreation areas, facilities, and services.

771. 1 2 3 4 5 Studies local conditions and develops immediate and long range plans to meet recreational needs of all age groups.

772. 1 2 3 4 5 Prepares budget and directs expenditure of department funds and keeping of department records.

773. 1 2 3 4 5 Interprets recreation program to public and maintains cooperative planning and working relationships with allied public and voluntary agencies.

774. 1 2 3 4 5 Serves as technical adviser to managing authority and as recreation consultant to community.

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187.137-014 VOLUNTEER SERVICES SUPERVISOR

775. 1 2 3 4 5 Recruits, interviews, and classifies applicants for volunteer work and trains and supervises volunteers in specific assignments.

776. 1 2 3 4 5 Informs volunteers of policies, procedures, and standards of volunteer service.

777. 1 2 3 4 5 Reviews written reports and observes work activities of volunteers to evaluate work performance.

778. 1 2 3 4 5 Confers with volunteers to resolve grievances and promote cooperation and interest.

779. 1 2 3 4 5 Participates in programs of public recognition for volunteer workers.

780. 1 2 3 4 5 Supervises workers engaged in preparing and maintaining records of volunteer service programs, needs, and donations.

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187.167-018 LABOR UNION BUSINESS REPRESENTATIVE

781. 1 2 3 4 5 Coordinates and directs such union functions as promoting local membership, placing union members on jobs, arranging local meetings, and maintaining relations between union and employers and press representatives.

782. 1 2 3 4 5 Visits worksites to insure management and labor employees adhere to union contract specifications.

783. 1 2 3 4 5 May assist in developing plant production and safety and health measures.

784. 1 2 3 4 5 May negotiate with management on hours, wages, individual grievances, and other work-related matters affecting employees.

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187.167-030 FUNERAL DIRECTOR

785. 1 2 3 4 5 Coordinates activities of workers to remove body to mortuary for embalming.

786. 1 2 3 4 5 Interviews family or other authorized person to arrange details, such as preparation of obituary notice, selection of urn or casket, determination of location and time of cremation or burial, selection of pallbearers, procurement of official for religious rites, and transportation of mourners.

787. 1 2 3 4 5 Plans placement of casket in parlor or chapel and adjusts lights, fixtures, and floral displays.

788. 1 2 3 4 5 Directs pallbearers in placement and removal of casket from hearse.

789. 1 2 3 4 5 Closes casket and leads funeral cortege to church or burial site.

790. 1 2 3 4 5 Directs preparations and shipment of body for out-of-state burial.

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187.167-042 CHAMBER OF COMMERCE DIVISION MANAGER

791. 1 2 3 4 5 Analyzes market trends and economic conditions to forecast potential sales of products or services in area.

792. 1 2 3 4 5 Assists business and industrial organizations on such problems as expansions, cost reductions, and community development.

793. 1 2 3 4 5 Advises business organizations and industrial groups on tax problems and legislation.

794. 1 2 3 4 5 Studies agricultural economy for exploitation of rural resources, production and marketing of farm products, improving farm income, and effecting favorable agricultural legislation.

795. 1 2 3 4 5 Suggests civic improvements based on surveys of community needs.

796. 1 2 3 4 5 Plans and directs educational campaigns to promote public support of community programs.

797. 1 2 3 4 5 Stimulates civic and economic growth of community by promoting tourist travel, soliciting convention business, and inducing labor and industry to immigrate into area.

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187.167-058 BARBER OR BEAUTY SHOP MANAGER

798. 1 2 3 4 5 Confers with employees to insure quality services for patrons.

799. 1 2 3 4 5 Makes appointments and assigns patrons to barbers or cosmetologist to maintain uniform employee schedules.

800. 1 2 3 4 5 Adjusts customer complaints and promotes new business by expressing personal interest in efficient service for patrons.

801. 1 2 3 4 5 Directs sanitary maintenance of shop in compliance with health regulations and requires cleanliness, neatness, and courtesy of employees.

802. 1 2 3 4 5 Negotiates leases and orders equipment and supplies.

803. 1 2 3 4 5 Keeps accounts of receipts and expenditures and makes up payroll.

804. 1 2 3 4 5 May supervise on-the-job training and school attendance of apprentice.

805. 1 2 3 4 5 May train apprentice and master barbers.

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187.167-066 CAMP MANAGER (Construction; Logging)

806. 1 2 3 4 5 Coordinates through subordinate personnel or personally directs workers engaged in preparing and maintaining such camp facilities as dining halls and barracks used by resident laborers.

807. 1 2 3 4 5 Directs activities of food service workers.

808. 1 2 3 4 5 Schedules purchase and delivery of food supplies.

809. 1 2 3 4 5 Enforces safety and sanitation regulations.

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187.167-078 CONVENTION MANAGER

810. 1 2 3 4 5 Consults with representatives of group or organization to plan details.

811. 1 2 3 4 5 Obtains permits from fire and health departments to erect displays and exhibits and serve food in rooms other than dining rooms.

812. 1 2 3 4 5 Notifies various department heads of arrangements made.

813. 1 2 3 4 5 Directs workers in preparing banquet and convention rooms and erecting displays and exhibits.

814. 1 2 3 4 5 Inspects rooms and displays for conformance to needs and desires of group.

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815. 1 2 3 4 5 Arranges publicity, special functions, adjusts complaints, and performs other duties to promote goodwill.

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187.167-102 FISH-AND-GAME CLUB MANAGER

816. 1 2 3 4 5 Hires and coordinates activities of club personnel.

817. 1 2 3 4 5 Allots camps, fishing areas, and hunting grounds to parties.

818. 1 2 3 4 5 Arranges for guide services, provisions, and transportation.

819. 1 2 3 4 5 Purchases and inventories equipment and supplies.

820. 1 2 3 4 5 Directs workers engaged in maintaining camp property, equipment, and supplies.

821. 1 2 3 4 5 Insures that personnel and patrons adhere to fish and game laws.

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187.167-118 GUN CLUB MANAGER

822. 1 2 3 4 5 Confers with governing body and other gun clubs, organizations and associations to arrange competitive shooting meets.

823. 1 2 3 4 5 Publicizes events and club facilities to acquaint public with sport and to solicit members.

824. 1 2 3 4 5 Informs club members of coming events through bulletin notices or club paper.

825. 1 2 3 4 5 Purchases ammunition, firearms, and supplies.

826. 1 2 3 4 5 Sells supplies and firearms to club members.

827. 1 2 3 4 5 Coordinates events to determine eligible participants, type of competition, and time meet is held.

828. 1 2 3 4 5 Advises participants of changes in rules and regulations governing meet.

829. 1 2 3 4 5 Keeps records of expenditures, dues, and membership.

830. 1 2 3 4 5 Enforces safety rules and regulations.

831. 1 2 3 4 5 Directs maintenance crew activities.

832. 1 2 3 4 5 May instruct new members on use of firearms.

833. 1 2 3 4 5 May act as judge in competition trap or skeet shooting meets.

834. 1 2 3 4 5 May repair skeet and trap-bird throwing machines.

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187.167-138 SALES MANAGER (Cleaning, Dyeing, and Pressing)

835. 1 2 3 4 5 Coordinates activities of service-establishment attendant and drivers.

836. 1 2 3 4 5 Visits customers to make estimates on proposed work.

837. 1 2 3 4 5 Adjusts customers' complaints.

838. 1 2 3 4 5 Directs advertising and promotion campaigns.

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187.167-158 TRAVEL AGENCY MANAGER

839. 1 2 3 4 5 Directs, coordinates, and participates in merchandising travel agency services.

840. 1 2 3 4 5 Plans work schedules for employees.

841. 1 2 3 4 5 Trains employees in advising customers on current traveling conditions, planning customer travel and itineraries, ticketing and booking functions, and in calculating costs for transportation and accommodations from current transportation schedules and tariff books and accommodation rate books.

842. 1 2 3 4 5 Sells travel tickets, packaged and specialized tours, and advises customers on travel plans.

843. 1 2 3 4 5 Reviews employee ticketing and sales activities to insure cost calculations, booking, and transportation scheduling are in accordance with current transportation carrier schedules, tariff rates, and regulations and that charges are made for accommodations.

844. 1 2 3 4 5 Reconciles sales slips and cash daily.

845. 1 2 3 4 5 Coordinates sales promotion activities, approves advertising copy, and travel display work.

846. 1 2 3 4 5 Keeps employee records and hires and discharges employees.

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187.167-186 RESIDENCE SUPERVISOR

847. 1 2 3 4 5 Orders supplies and determines need for maintenace, repairs, and furnishings.

848. 1 2 3 4 5 Assigns rooms, assists in planning recreational activities, and supervises work and study programs.

849. 1 2 3 4 5 Counsels residents in identifying and resolving social or other problems.

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850. 1 2 3 4 5 Compiles records of daily activities of residents.

851. 1 2 3 4 5 Chaperones group-sponsored trips and social functions.

852. 1 2 3 4 5 Ascertains need for and secures services of physician.

853. 1 2 3 4 5 Answers telephone and sorts and distributes mail.

854. 1 2 3 4 5 May hire and supervise activities of housekeeping personnel.

855. 1 2 3 4 5 May plan menus.

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187.167-198 VETERANS CONTACT REPRESENTATIVE

856. 1 2 3 4 5 Reviews legislation, regulations, and precedents and studies veteran's medical report and service history to evaluate and determine validity of claim.

857. 1 2 3 4 5 Obtains claimant's power of attorney.

858. 1 2 3 4 5 Prepares claim forms and briefs and assembles pertinent evidence.

859. 1 2 3 4 5 Requests hearing before government board and presents brief.

860. 1 2 3 4 5 Reviews board decision for grounds for appeal.

861. 1 2 3 4 5 Advises veteran on insurance, vocational, and other matters, working in cooperation with Veterans Administration and other agencies.

862. 1 2 3 4 5 Prepares bulletins and cooreespondence to acquaint field representatives with current activities and legislation.

863. 1 2 3 4 5 Participates in or initiates civic functions to inform public of services rendered and rights and benefits of veterans and dependents.

864. 1 2 3 4 5 May offer technical advice at congressional or other governmental hearings.

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188.117-030 PUBLIC WORKS COMMISSIONER (Government Service)

865. 1 2 3 4 5 Confers with officials responsible for street and building construction and maintenance and for supplying water, power, sanitation, or other services to coordinate use of manpower and equipment and to consolidate purchasing requests.

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866. 1 2 3 4 5 Reviews preliminary budgets and adjusts items for conformance to anticipated needs.

867. 1 2 3 4 5 Attends city council meetings to present budgets, activity reports, and plans for future activities.

868. 1 2 3 4 5 Confers with suppliers and sellers and places orders for equipment, materials, and supplies.

869. 1 2 3 4 5 May hire, promote, and discipline employees of departments supervised.

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Part II. The tasks identified in Part II are listed by career opportunity selected and identified through the use of the "Career Opportunities Survey" previously submitted to Business Administration Advisory Board Members across the state. These tasks have been identified by careers to enable you to indicate competency levels for tasks peculiar to a career opportunity and/or to indicate competency levels which may vary, depending upon the career opportunity.

In the spaces provided for other tasks at the end of each career opportunity section, please list and rate the importance of any additional tasks (not previously listed for all careers in Part I) required to perform the job. In these spaces, too, you may list tasks from Part I where you indicated a "general" competency level as inappropriate for a specific career (by blacking in the circle under the career opportunity listing); you should then indicate the competency level desirable for the identified task as a specific aspect of the particular career opportunity.

Again, the person should possess:

1. no competency in this activity
2. slight competency in this activity
3. moderate competency in this activity
4. considerable competency in this activity
5. complete competency in this activity

162.157-018 BUYER

511. 1 2 3 4 5 Purchases merchandise or commodities for resale.

512. 1 2 3 4 5 Inspects and grades or appraises merchandise offered for sale.

513. 1 2 3 4 5 Selects and orders merchandise.

514. 1 2 3 4 5 Arranges transportation of purchases.

515. 1 2 3 4 5 Authorizes payment of invoices or return of merchandise.

516. 1 2 3 4 5 Conducts staff meetings with sales staff to introduce new merchandise.

517. 1 2 3 4 5 Prices items for resale.

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162.157-022 ASSISTANT BUYER

518. 1 2 3 4 5 Verifies quantity and quality of stock received.

519. 1 2 3 4 5 Authorizes payment of invoices or return of shipment.

520. 1 2 3 4 5 Approves advertising copy for newspaper.

521. 1 2 3 4 5 Provides price-marking information to stockers and clerks.

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522. 1 2 3 4 5 Inspects exchanged or refunded merchandise.

523. 1 2 3 4 5 Sells merchandise to customers for purposes of contact with customers' preferences.

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162.157-038 PURCHASING AGENT

524. 1 2 3 4 5 Purchases raw materials or other unprocessed goods for processing, or machinery, equipment, tools, parts, produce, and other supplies or services necessary for operation of organization.

525. 1 2 3 4 5 Reviews requisitions.

526. 1 2 3 4 5 Interviews vendors.

527. 1 2 3 4 5 Selects purchase items after examination.

528. 1 2 3 4 5 Estimates values according to knowledge of market price.

529. 1 2 3 4 5 Reviews bid proposals.

530. 1 2 3 4 5 Keeps records pretaining to purchases, costs, delivery, product performance, and inventories.

531. 1 2 3 4 5 Discusses defects of purhcased goods with quality control or inspection personnel; takes corrective action.

532. 1 2 3 4 5 Approves bills for payment.

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162.167-022 PROCUREMENT SERVICES MANAGER

533. 1 2 3 4 5 Prepares instructions regarding purchasing systems and procedures.

534. 1 2 3 4 5 Prepares and issues purchase orders and change notices to purchasing agents.

535. 1 2 3 4 5 Analyzes market and delivery conditions.

536. 1 2 3 4 5 Reviews purchase order claims and contracts.

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163.117-018 PROMOTION MANAGER

537. 1 2 3 4 5 Plans and administers sales policies and programs to promote hotel patronage.

538. 1 2 3 4 5 Consults newspapers, trade journals, and other publications to learn about conventions and social functions.

539. 1 2 3 4 5 Organizes prospect files.

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540. 1 2 3 4 5 Directs workers engaged in preparing promotional correspondence.

541. 1 2 3 4 5 Confers with department heads to plan for soliciting business.

542. 1 2 3 4 5 Contacts executives of organizations to explain services and facilities and to solicit business.

543. 1 2 3 4 5 Supervises and trains service representatives.

544. 1 2 3 4 5 Plans and prepares advertising and promotional materials and arranges for newspaper and other publicity.

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163.167-010 ADVERTISING MANAGER

545. 1 2 3 4 5 Directs sale of display and classified advertising services for a publication.

546. 1 2 3 4 5 Plans sales campaigns.

547. 1 2 3 4 5 Consults with department heads and others to plan special campaigns and to promote sale of advertising services.

548. 1 2 3 4 5 Corresponds with customers regarding advertising rates and policies.

549. 1 2 3 4 5 Corresponds with customers to solicit new business.

550. 1 2 3 4 5 Selects and trains new sales personnel.

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163.167-018 SALES MANAGER

551. 1 2 3 4 5 Manages sales activities of establishment.

552. 1 2 3 4 5 Directs staffing, training, and performance evaluations to develop and control sales program.

553. 1 2 3 4 5 Coordinates sales distribution.

554. 1 2 3 4 5 Establishes sales territories, quotas, and goals.

555. 1 2 3 4 5 Advises dealers and distributors concerning sales and advertising techniques.

556. 1 2 3 4 5 Assigns sales territory to sales personnel.

557. 1 2 3 4 5 Analyzes sales statistics to formulate policy and to assist dealers.

558. 1 2 3 4 5 Reviews market analyses to determine customer needs, volume potential, price schedules, and discount rates.

559. 1 2 3 4 5 Develops sales campaigns to accommodate goals of company.

560. 1 2 3 4 5 Directs product simplification and standardization to eliminate unprofitable items.

561. 1 2 3 4 5 Represents company at trade association meetings to promote product.

562. 1 2 3 4 5 Coordinates liaison between sales department and other sales-related units.

563. 1 2 3 4 5 Analyzes and controls expenditures of division to conform to budgetary requirements.

564. 1 2 3 4 5 Assists engineering division to prepare manuals and technical publications.

565. 1 2 3 4 5 Prepares periodic sales report showing sales volume and potential sales.

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164.117-010 ADVERTISING MANAGER

566. 1 2 3 4 5 Confers with department heads to discuss possible new accounts, to outline new policies or sales promotion campaigns.

567. 1 2 3 4 5 Confers with officials of newspapers, radio, and television stations, billboard advertisers, and advertising agencies to negotiate advertising contracts.

568. 1 2 3 4 5 Allocates advertising space to departments or products.

569. 1 2 3 4 5 Reviews and approves television and radio advertisements.

570. 1 2 3 4 5 Reviews rates and classifications and provides appropriate authorization.

571. 1 2 3 4 5 Directs workers in advertising department.

572. 1 2 3 4 5 Directs research activities pertaining to planning and execution of advertising sales promotion campaigns.

573. 1 2 3 4 5 Authorizes information for publication.

574. 1 2 3 4 5 Directs preparation of special promotional features.

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164.167-010 ACCOUNT EXECUTIVE

575. 1 2 3 4 5 Confers with client to determine advertising requirements and bedgetary limitations.

576. 1 2 3 4 5 Confers with agency artists, copywriters, photographers, and other media-production specialists to select media to be used and to estimate costs.

577. 1 2 3 4 5 Submits proposed program and estimated budget to client for approval.

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578. 1 2 3 4 5 Coordinates activities of workers engaged in marketing research, writing copy, laying out artwork, purchasing media time and space, developing special displays, and promotional items, and performing other media-production activities.

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165.167-010 SALES-SERVICE PROMOTER

579. 1 2 3 4 5 Prepares displays to promote sales and goodwill for firm's products or services.

580. 1 2 3 4 5 Tours country to promote sales and goodwill.

581. 1 2 3 4 5 Makes speeches at retail dealers conventions.

582. 1 2 3 4 5 Calls on individual merchants to advise on ways and means for increasing sales.

583. 1 2 3 4 5 Demonstrates products representing technological advances.

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166.117-018 PERSONNEL MANAGER

584. 1 2 3 4 5 Recruits, interviews, and selects employees to fill vacant positions.

585. 1 2 3 4 5 Plans and conducts new employee orientation.

586. 1 2 3 4 5 Maintains record of insurance coverage, pension plan, and personnel transactions.

587. 1 2 3 4 5 Investigates accidents and prepares reports for insurance carrier.

588. 1 2 3 4 5 Conducts wage survey within labor market to determine competitive wage rate.

589. 1 2 3 4 5 Prepares budget of personnel operations.

590. 1 2 3 4 5 Meets with shop stewards and supervisors to resolve grievances.

591. 1 2 3 4 5 Writes separation notices.

592. 1 2 3 4 5 Conducts exit interviews.

593. 1 2 3 4 5 Prepares reports and recommends procedures to reduce absenteeism and turnover.

594. 1 2 3 4 5 Contracts with outside suppliers to provide employee services.

595. 1 2 3 4 5 Keeps records of employee characteristics for governmental reporting purposes.

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166.167-022 COMPENSATION MANAGER

596. 1 2 3 4 5 Directs development and application of techniques of job analysis, job descriptions, evaluations, grading, and pricing to convert relative job worth into monetary value.

597. 1 2 3 4 5 Analyzes company compensation policies, government regulations, prevailing rates, and agreements with labor unions.

598. 1 2 3 4 5 Recommends compensation adjustments according to findings.

599. 1 2 3 4 5 Approves merit increases.

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166.267-010 EMPLOYMENT INTERVIEWER

600. 1 2 3 4 5 Evaluates applicant's work history, education, training, job skills, salary desired, and physical and personal qualifications.

601. 1 2 3 4 5 Records additional skills, knowledges, abilities, interests, test results, and other data.

602. 1 2 3 4 5 Searches files of job orders from employers and matches applicant's qualifications with job requirements and employer specifications.

603. 1 2 3 4 5 Informs applicant about job duties and responsibilities, pay and benefits, hours and working conditions, company and union policies, promotional opportunities, and other related information.

604. 1 2 3 4 5 Refers selected applicant to interview with person placing job order.

605. 1 2 3 4 5 Performs reference and background checks.

606. 1 2 3 4 5 May refer applicant to vocational counseling services.

607. 1 2 3 4 5 May test or arrange for tests.

608. 1 2 3 4 5 May engage in research or follow-up activities.

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168.167-054 CREDIT AND COLLECTION MANAGER

609. 1 2 3 4 5 Directs and coordinates activities of workers engaged in conducting credit investigations and collecting delinquent accounts.

610. 1 2 3 4 5 Assigns subordinates to supervise workers investigating and verifying financial status and reputation of prospective customers applying for credit, preparing documents to substantiate findings, and recommending rejection or approval.

611. 1 2 3 4 5 Reviews and evaluates applications, substantiated data, and recommendations.

612. 1 2 3 4 5 Establishes credit limitations on customer's account.

613. 1 2 3 4 5 Assigns responsibility for collection on worthless checks and delinquent bills.

614. 1 2 3 4 5 Reviews collection reports.

615. 1 2 3 4 5 Submits delinquent accounts to attorney or outside agency.

000. 1 2 3 4 5 ______________________________

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168.167-058 CUSTOMER SERVICE MANAGER

616. 1 2 3 4 5 Directs workers to investigate complaints.

617. 1 2 3 4 5 Analyzes reports of findings and recommends response to complaint.

618. 1 2 3 4 5 Reviews actions of subordinates to ensure settlements are made correctly.

619. 1 2 3 4 5 Authorizes retention of data and preparation of documents for use during governmental or customer inquiries.

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000. 1 2 3 4 5 ______________________________

168.267-014 CLAIM EXAMINER

620. 1 2 3 4 5 Reviews settled insurance claims.

621. 1 2 3 4 5 Analyzes data used in settling claim to determine its validity in payment of claims.

622. 1 2 3 4 5 Reports overpayments, underpayments, and other irregularities.

623. 1 2 3 4 5 Confers with legal counsel on claims requiring litigation.

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169.167-010 ADMINISTRATIVE ASSISTANT

624. 1 2 3 4 5 Coordinates office services.

625. 1 2 3 4 5 Studies management methods to improve workflow, simplify reporting procedures, or implement cost reductions.

626. 1 2 3 4 5 Analyzes unit operating practices to create new systems or revise established procedures.

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627. 1 2 3 4 5 Analyzes jobs to delimit position responsibilities.

628. 1 2 3 4 5 Studies methods of improving work measurements or performance standards.

629. 1 2 3 4 5 Coordinates collection and preparation of operating reports.

630. 1 2 3 4 5 Prepares reports of conclusions and recommendations for solution of administrative problems.

631. 1 2 3 4 5 Issues and interprets operating policies.

632. 1 2 3 4 5 Assists in preparation of budget needs and annual reports of organization.

633. 1 2 3 4 5 May interview job applicants, conduct orientation of new employees, and plan training programs.

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000. 1 2 3 4 5 ______________________________

183.117-010 BRANCH MANAGER, MANUFACTURING

634. 1 2 3 4 5 Coordinates production, distribution, warehousing, and selling activities.

635. 1 2 3 4 5 Confers with customers and industrial representatives to evaluate and promote possibilities for improved and expanded services.

636. 1 2 3 4 5 Develops plans for efficient machine, manpower, and material utilization.

637. 1 2 3 4 5 Reviews and alters production costs, quality, and inventory control programs.

638. 1 2 3 4 5 Plans and directs sales program.

639. 1 2 3 4 5 Directs personnel program.

640. 1 2 3 4 5 Directs preparation of accounting records.

641. 1 2 3 4 5 Recommends budgets to management.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

183.117-014 PRODUCTION SUPERINTENDENT

642. 1 2 3 4 5 Confers with management to develop production and quality control standards, develop budget and cost controls, and obtain data pertaining to products ordered.

643. 1 2 3 4 5 Plans and directs production activities.

644. 1 2 3 4 5 Establishes production priorities.

645. 1 2 3 4 5 Coordinates production activities with procurement, maintenance, and quality control activities.

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646. 1 2 3 4 5 Reviews and analyzes production, quality control, maintenance, and operational reports.

647. 1 2 3 4 5 Develops and implements operating methods and procedures.

648. 1 2 3 4 5 Revises production schedules and priorities.

650. 1 2 3 4 5 Consults with engineering personnel relative to modification of machines and equipment.

651. 1 2 3 4 5 Conducts hearings to resolve or effect settlement of grievances; forwards to management unresolved grievances.

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183.161-010 INSPECTION SUPERVISOR

652. 1 2 3 4 5 Supervises and coordinates activities of workers testing raw materials and manufactured products.

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183.167-018 GENERAL SUPERVISOR, MANUFACTURING

653. 1 2 3 4 5 Reviews production orders or schedules.

654. 1 2 3 4 5 Plans production operations, establishing priorities and sequences.

655. 1 2 3 4 5 Prepares operational schedules and coordinates manufacturing activities to insure production and quality of products meets specifications.

656. 1 2 3 4 5 Reviews production and operating reports.

657. 1 2 3 4 5 Resolves operational, manufacturing, and maintenance problems to insure minimum costs, to prevent operational delays.

658. 1 2 3 4 5 Inspects machines and equipment.

659. 1 2 3 4 5 Develops or revises standard operational and working practices and observes workers to insure compliance with standards.

660. 1 2 3 4 5 Initiates personnel actions.

661. 1 2 3 4 5 Resolves worker grievances; submits unresolved grievances to production superintendent.

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184.117-014 TRANSPORTATION DIRECTOR

662. 1 2 3 4 5 Submits recommendations for development of, and compliance with transportation policies, procedures, and programs.

663. 1 2 3 4 5 Plans, directs, and implements vehicle scheduling, allocation, dispatching, licensing, and communication.

664. 1 2 3 4 5 Directs compilation and issuance of timetables.

665. 1 2 3 4 5 Conducts continuous analyses of vehicle and driver assignments and analyzes scheduling.

666. 1 2 3 4 5 Conducts field surveys to evaluate operations and recommend changes.

667. 1 2 3 4 5 Directs compilation and preparation of statistical surveys to determine traffic trends.

668. 1 2 3 4 5 Reviews and analyzes reports and seat occupancy patterns.

669. 1 2 3 4 5 Analyzes proposed schedules and rates.

670. 1 2 3 4 5 Initiates preparation and distribution of proposed trip schedule changes.

671. 1 2 3 4 5 Submits analyses of data and rescheduling recommendations to administration.

672. 1 2 3 4 5 Reviews cost statements.

673. 1 2 3 4 5 Selects and recommends personnel for staff positions.

674. 1 2 3 4 5 Trains and assigns personnel for supervisory positions.

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184.167-038 CHIEF DISPATCHER

675. 1 2 3 4 5 Contacts customers or shippers to ascertain volume or quantities of products to be transported.

676. 1 2 3 4 5 Reviews consumption records and forecasts on consumer demands.

677. 1 2 3 4 5 Estimates peak delivery periods to plan quantities, pressures, or volume of products required.

678. 1 2 3 4 5 Schedules movement of petroleum products to minimize contamination.

679. 1 2 3 4 5 Prepares operating schedules for compressor or pump stations, tank farms and refineries.

680. 1 2 3 4 5 Issues instructions relative to gaging, switching, sampling, and testing of products.

681. 1 2 3 4 5 Reviews operating reports.

682. 1 2 3 4 5 Prepares emergency operating procedures.

683. 1 2 3 4 5 Communicates with field personnel.

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184.167-102 TRAFFIC MANAGER

684. 1 2 3 4 5 Directs activities of workers engaged in assigning tariff classifications, routing and scheduling shipment by air, rail, or truck, and preparing billings from tariff and classification manuals.

685. 1 2 3 4 5 Reviews documents to insure classifications and tariffs are in accordance with mode of transportation and destination of shipment.

686. 1 2 3 4 5 Investigates shipper or consignee complaints.

687. 1 2 3 4 5 Directs preparation of claims against carrier.

688. 1 2 3 4 5 Corresponds with shipper or consignee to effect settlement.

689. 1 2 3 4 5 Schedules shipments to insure complaince with interstate traffic laws and regulations and company policies.

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184.167-110 TRUCK TERMINAL MANAGER

690. 1 2 3 4 5 Reviews schedules to ascertain trucking concerns having freight consignments for terminal and shipments originating from terminal in order to plan activities.

691. 1 2 3 4 5 Assigns workers to specific duties.

692. 1 2 3 4 5 May hire terminal personnel or order workers.

693. 1 2 3 4 5 May provide garage services for trucks.

000. 1 2 3 4 5 ______________________________

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184.167-114 WAREHOUSE MANAGER

694. 1 2 3 4 5 Establishes operational procedures for verification of incoming and outgoing shipments, handling and disposition of materials, and keeping warehouse inventory current.

695. 1 2 3 4 5 Inspects physical condition of warehouse and equipment and prepares work order for repairs and requisitions for replacement of equipment.

696. 1 2 3 4 5 Confers with department heads to insure coordination of warehouse activities with other activities.

697. 1 2 3 4 5 Screens and hires warehouse personnel and issues work assignments.

698. 1 2 3 4 5 Directs salvage of damaged or used material.

000. 1 2 3 4 5 ______________________________

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185.117-010 DEPARTMENT STORE MANAGER

699. 1 2 3 4 5 Formulates pricing policies for sale of merchandise; implements policies.

700. 1 2 3 4 5 Coordinates activities of non-merchandising departments.

701. 1 2 3 4 5 Develops and implements policies and procedures for store and departmental operations and customer personnel, and community relations.

702. 1 2 3 4 5 Negotiates or approves contracts negotiated with suppliers of merchandise, or with other establishments.

703. 1 2 3 4 5 Reviews operating and financial statements and departmental sales records to determine merchandising activities that require additional sales promotion, etc.

000. 1 2 3 4 5 ____________________

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185.137-010 FAST FOOD SERVICES MANAGER

704. 1 2 3 4 5 Directs, coordinates, and participates in preparation of, and cooking, wrapping or packing types of food served or prepared by establishment, collecting of monies from in-house or take-out customers, or assemblying food orders for whoelsale customers.

705. 1 2 3 4 5 Coordinates activities of workers engaged in keeping business records, collecting and paying accounts, ordering or purchasing supplies, and delivery of foodstuffs to wholesale or retail customers.

706. 1 2 3 4 5 Interviews, hires, and trains personnel.

707. 1 2 3 4 5 Contacts prospective wholesale customers to promote sale of prepared foods.

708. 1 2 3 4 5 Establishes delivery routes and schedules for supplying wholesale customers.

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185.167-026 MACHINERY-OR-EQUIPMENT RENTAL AND LEASING MANAGER

709. 1 2 3 4 5 Confers with customer to ascertain article required, duration of rental time, and responsibility for maintenance and repair, in order to determine rental/leasing charges.

710. 1 2 3 4 5 Prepares rental/lease agreement.

711. 1 2 3 4 5 Directs activities of workers engaged in bookkeeping, record and inventory keeping, and in checking, handling, servicing or maintaining in-house, leased, or rented machines, tools and equipment.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

185.167-034 MERCHANDISE MANAGER

712. 1 2 3 4 5 Determines mark-up and mark-down percentages.

713. 1 2 3 4 5 Determines amount of merchandise to be stocked and directs buyers in purchase of supplies for resale.

714. 1 2 3 4 5 Consults with other personnel to plan sales promotion programs.

000. 1 2 3 4 5 ______________________________

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185.167-038 PARTS MANAGER

715. 1 2 3 4 5 Requisitions new stock.

716. 1 2 3 4 5 Verifies cash receipts and keeps sales records.

717. 1 2 3 4 5 Hires, trains, and discharges workers.

718. 1 2 3 4 5 Confirms credit references of customers by mail or telephone.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

185.167-046 RETAIL STORE MANAGER

719. 1 2 3 4 5 Plans and prepares work schedules and assigns employees to specific duties.

720. 1 2 3 4 5 Formulates pricing policies on merchandise.

721. 1 2 3 4 5 Coordinates sales promotion activities.

722. 1 2 3 4 5 Prepares, or directs workers preparing, merchandise displays and advertising copy.

723. 1 2 3 4 5 Supervises employees engaged in, or performs, sales work, taking of inventories, reconciling cash with sales receipts, keeping operating records, or preparing daily record of transactions.

724. 1 2 3 4 5 Orders merchandise or prepares requisitions to replenish merchandise on hand.

725. 1 2 3 4 5 Insures compliance of employees with established security, sales, and record keeping procedures and practices.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

185.167-070 WHOLESALER

726. 1 2 3 4 5 Estimates stock requirements based on sales orders, inventory, projected volume of sales, and current condition of economy.

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727. 1 2 3 4 5 Authorizes purchase of merchandise based on estimates.

728. 1 2 3 4 5 Directs assembly of and storing of merchandise, filling of orders, and distribution to customers according to sales orders.

729. 1 2 3 4 5 Directs and coordinates activities of workers engaged in wholesaling merchandise and extending credit to purchasers.

730. 1 2 3 4 5 Advises customers concerning current and future market conditions and availability of merchandise.

000. 1 2 3 4 5 ______________________________

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186.117-030 GENERAL CLAIMS AGENT

731. 1 2 3 4 5 Directs activities of workers investigating claims to ascertain validity of claims and extent of company liability.

732. 1 2 3 4 5 Processes freight and property claims and submits claims to head office for settlement, or negotiates settlement with claimant and authorizes payment.

733. 1 2 3 4 5 Reviews employee accident reports to determine compensation program under which accidents are covered.

734. 1 2 3 4 5 Reviews doctor reports for type of injury and length of time disabled.

735. 1 2 3 4 5 Authorizes payment of disability compensation.

736. 1 2 3 4 5 Contacts medical personnel to ascertain need for extension of payments.

737. 1 2 3 4 5 Negotiates with persons having valid claims against company or death or injury to effect out-of-court settlement and refers cases that cannot be settled to legal department.

738. 1 2 3 4 5 Represents company at industrial accident or compensation board hearings to present company position on accident liability.

739. 1 2 3 4 5 Testifies at court hearings to present evidence on company liability from investigation documents.

000. 1 2 3 4 5 ______________________________

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186.117-042 LAND DEVELOPMENT MANAGER

740. 1 2 3 4 5 Supervises staff engaged in such activities as preparing appraisal reports on available land.

741. 1 2 3 4 5 Prepares or directs preparation of statistical abstracts to reveal trends in tax rates and proportion of total work force having specified skills.

742. 1 2 3 4 5 Plans and directs activities of field staff engaged in sampling mineral deposits, etc.

743. 1 2 3 4 5 Negotiates with community, business, and public utility representatives.

744. 1 2 3 4 5 Negotiates mortgage loans.

745. 1 2 3 4 5 Directs collection and auditing of funds from sale or lease of property.

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186.117-058 REAL-ESTATE AGENT

746. 1 2 3 4 5 Supervises staff engaged in preparing lease agreements, recording rental receipts, and performing other activities.

747. 1 2 3 4 5 Directs appraiser to inspect properties and land under consideration for acquisition.

748. 1 2 3 4 5 Recommends acquisition, lease, disposition, improvement, or other actions.

749. 1 2 3 4 5 Authorizes or requests authorization for maintenance of company properties not under control of operating departments.

750. 1 2 3 4 5 Evaluates and promotes industrial-development potential of company properties.

751. 1 2 3 4 5 Negotiates contracts with sellers of land and renters of properties.

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186.117-062 PUBLIC EVENTS FACILITIES RENTAL MANAGER

752. 1 2 3 4 5 Solicits new business and renews established contracts to promote rental of facilities.

753. 1 2 3 4 5 Maintains schedule of rentals to determine availability of facilities for bookings.

754. 1 2 3 4 5 Oversees operation and maintenance of facilities.

755. 1 2 3 4 5 Notifies fire and police departments of scheduled use of buildings to provide protection.

756. 1 2 3 4 5 Studies reports to ascertain time lessee used facilities and if damage was incurred to facilities or contents.

757. 1 2 3 4 5 Submits bills and receives and accounts for monies paid for rentals.

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186.117-066 RISK AND INSURANCE MANAGER

758. 1 2 3 4 5 Analyzes and classifies risks as to frequency and potential severity

759. 1 2 3 4 5 Measures financial impact of risk on company.

760. 1 2 3 4 5 Selects appropriate technique to minimize loss.

761. 1 2 3 4 5 Directs insurance negotiations.

762. 1 2 3 4 5 Selects insurance brokers and carriers and places insurance.

763. 1 2 3 4 5 Appoints claims and self-insurance administrators.

764. 1 2 3 4 5 Allocates program costs.

765. 1 2 3 4 5 Prepares operational and risk reports for management analysis.

766. 1 2 3 4 5 Manages insurance programs.

767. 1 2 3 4 5 Directs loss prevention and safety programs.

768. 1 2 3 4 5 Selects and directs activities of safety, engineering, and loss prevention experts.

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186.167-018 APARTMENT HOUSE MANAGER

769. 1 2 3 4 5 Shows prospective tenants apartments and explains occupancy terms.

770. 1 2 3 4 5 Rents or leases apartments.

771. 1 2 3 4 5 Collects impounds as required.

772. 1 2 3 4 5 Completes lease form.

773. 1 2 3 4 5 Collects rents due and issues receipts.

774. 1 2 3 4 5 Investigates tenant complaints.

775. 1 2 3 4 5 Inspects vacated apartments to determine needed repairs or maintenance.

776. 1 2 3 4 5 Directs and coordinates activities of maintenance staff or arranges for outside personnel to perform maintenance.

777. 1 2 3 4 5 Endeavors to resolve tenant complaints concerning other tenants or visitors.

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186.167-046 PROPERTY MANAGER, Real Estate

778. 1 2 3 4 5 Negotiates with client terms and conditions for providing management services.

779. 1 2 3 4 5 Drafts agreement stipulating extent and scope of management responsibilities, service to be performed, and costs for service.

780. 1 2 3 4 5 Prepares lease or rental agreements for lessees and collects specified rents and impounds.

781. 1 2 3 4 5 Directs bookkeeping functions, or credits client account for receipts and debits account for disbursements.

782. 1 2 3 4 5 Arranges for alterations to, or maintenance, upkeep, or reconditioning of property as specified in management services or lessee's agreement.

783. 1 2 3 4 5 Employs, or contracts for services of, security, maintenance, etc.

784. 1 2 3 4 5 Purchases supplies and equipment for use on leased properties.

785. 1 2 3 4 5 Directs preparation of financial statements and reports on status of properties.

786. 1 2 3 4 5 Directs issuance of check for monies due client.

787. 1 2 3 4 5 Advises client relative to financing, purchasing, or selling of property.

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186.267-018 LOAN OFFICER

788. 1 2 3 4 5 Reviews loan application for completeness.

789. 1 2 3 4 5 Analyzes applicant's financial status, credit, and property evaluation to determine feasibility of granting loan request.

790. 1 2 3 4 5 Corresponds with or interviews applicant or creditors to resolve questions regarding application.

791. 1 2 3 4 5 Approves loan or refers loan to loan committee.

792. 1 2 3 4 5 Completes loan agreement on accepted loans.

793. 1 2 3 4 5 Handles foreclosure proceedings.

794. 1 2 3 4 5 Analyzes potential loan markets to develop prospects.

795. 1 2 3 4 5 May buy and sell contracts, loans, or real estate.

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187.117-038 HOTEL OR MOTEL MANAGER

796. 1 2 3 4 5 Establishes standards for personnel administration and performance, service to patrons, room rates, advertising, publicity, credit, food selection and service, and type of patronage to be solicited.

797. 1 2 3 4 5 Plans dining room, bar, and banquet operations.

798. 1 2 3 4 5 Allocates funds, authorizes expenditures, and assists in planning budgets for departments.

799. 1 2 3 4 5 Hires personnel.

800. 1 2 3 4 5 Delegates authority and assigns responsibilities to department heads.

801. 1 2 3 4 5 Processes reservations and adjusts guests' complaints.

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187.117-042 RECREATION ESTABLISHMENT MANAGER

802. 1 2 3 4 5 Negotiates with promoters to contract and schedule entertainment.

803. 1 2 3 4 5 Compiles record of future engagements.

804. 1 2 3 4 5 Supervises clerical, service, and other employees.

805. 1 2 3 4 5 Hires and discharges workers.

806. 1 2 3 4 5 Compiles with State and local fire and liquor regulations governing operations.

807. 1 2 3 4 5 Orders supplies.

808. 1 2 3 4 5 Oversees workers engaged in keeping premises clean and in good repair.

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187.167-082 CUSTOMER SERVICES MANAGER

809. 1 2 3 4 5 Reviews customer requests for service to ascertain cause.

810. 1 2 3 4 5 Determines manhours, number of personnel, and parts and equipment required for service call.

811. 1 2 3 4 5 Prepares schedules for service personnel.

812. 1 2 3 4 5 Assigns personnel to routes or to specific repair and maintenance work.

813. 1 2 3 4 5 Arranges for transportation of machines and equipment to customer's location or from customer's location.

814. 1 2 3 4 5 Keeps records of work hours and parts utilized, and work performed for each service call.

815. 1 2 3 4 5 Requisitions replacement parts and supplies.

816. 1 2 3 4 5 Contacts service personnel over radio-telephone to obtain or give information and directions.

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187.167-098 EMPLOYMENT AGENCY MANAGER

817. 1 2 3 4 5 Directs hiring, training, and evaluation of employees.

818. 1 2 3 4 5 Analyzes placement reports to determine effectiveness of employment interviewers.

819. 1 2 3 4 5 Participates in development and utilization of job development methods to promote business for agency.

820. 1 2 3 4 5 Enforces agency policies, procedures, safety rules, and regulations.

821. 1 2 3 4 5 Approves or disapproves requests for purchase of new equipment and supplies.

822. 1 2 3 4 5 Prepares budget requests.

823. 1 2 3 4 5 Negotiates leases and orders equipment and supplies.

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187.167-106 FOOD SERVICE MANAGER

824. 1 2 3 4 5 Estimates food and beverage costs and requisitions or purchases supplies.

825. 1 2 3 4 5 Confers with food preparation and other personnel to plan menus and related activities.

826. 1 2 3 4 5 Directs hiring and assignment of personnel.

827. 1 2 3 4 5 Investigates and resolves food quality and service complaints.

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187.167-110 FRONT OFFICE MANAGER

828. 1 2 3 4 5 Assigns duties and shifts to workers and observes performances to insure adherence to hotel policies and established operating procedures.

829. 1 2 3 4 5 Confers and cooperates with other department heads to insure coordination of hotel activities.

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830. 1 2 3 4 5 Answers inquiries pertaining to hotel policies and services.

831. 1 2 3 4 5 Greets important guests.

832. 1 2 3 4 5 Arranges for private telephone line and other special services.

833. 1 2 3 4 5 Patrols public rooms.

834. 1 2 3 4 5 Investigates disturbances; warns troublemakers.

835. 1 2 3 4 5 Interviews and hires personnel.

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187.167-126 LIQUOR ESTABLISHMENT MANAGER

836. 1 2 3 4 5 Estimates and orders foodstuffs, liquors, wines, or other beverages, and supplies.

837. 1 2 3 4 5 Interviews, hires, trains, and discharges workers.

838. 1 2 3 4 5 Adjusts customer's complaints.

839. 1 2 3 4 5 Inspects establishment and observes workers and patrons to insure compliance with regulations.

840. 1 2 3 4 5 Plans and arranges promotional programs and advertisement.

841. 1 2 3 4 5 Hires entertainers.

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187.167-150 STORAGE GARAGE MANAGER

842. 1 2 3 4 5 Plans work schedule, assign duties to parking-lot attendants.

843. 1 2 3 4 5 Supervises worker's activities to insure complaince with rules and regulations.

844. 1 2 3 4 5 Coordinates issuance of parking tickets, stickers, and validations.

845. 1 2 3 4 5 Keeps daily record of operations.

846. 1 2 3 4 5 Advises customers on garage or parking lot service and insurance rules.

847. 1 2 3 4 5 Balances amount of cash received against daily receipts and records.

848. 1 2 3 4 5 May order gas if garage has operating pumps.

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187.167-154 THEATER MANAGER

849. 1 2 3 4 5 Coordinates activities of personnel to insure efficient operation and to promote patronage of theater.

850. 1 2 3 4 5 Directs workers in making alterations to and repair of building.

851. 1 2 3 4 5 Manages financial business of theater.

852. 1 2 3 4 5 Requisitions or purchases supplies.

853. 1 2 3 4 5 Books pictures or stage attractions.

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187.167-162 VEHICLE LEASING AND RENTAL MANAGER

854. 1 2 3 4 5 Directs and evaluates leasing, sales, advertising, and administrative procedures.

855. 1 2 3 4 5 Directs and monitors audit of financial accounts.

856. 1 2 3 4 5 Visits franchised dealers to stimulate interest in establishment or expansion of leasing program.

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188.167-058 OFFICE MANAGER (Government Service)

857. 1 2 3 4 5 Reviews official directives and correspondence to ascertain data and its relevance.

858. 1 2 3 4 5 Confers with subordinate supervisory personnel.

859. 1 2 3 4 5 Reads staff reports and records to obtain data.

860. 1 2 3 4 5 Plans office activities and work projects.

861. 1 2 3 4 5 Assigns unit supervisory personnel responsibility for carrying out and completing specific projects and duties.

862. 1 2 3 4 5 Coordinates activities of various office units in order to provide designated functions or services with minimum delay and optimum efficiency and accuracy.

863. 1 2 3 4 5 Informs supervisory personnel of changes or interpretations of laws, codes, programs, policies, or procedures.

864. 1 2 3 4 5 Conducts staff meetings for dissemination of pertinent information.

865. 1 2 3 4 5 Trains and evaluates performance of supervisory personnel.

866. 1 2 3 4 5 Reviews performance reports prepared on staff.

867. 1 2 3 4 5 Prepares reports on office activities required by agencies.

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188.167-086 POSTAL SERVICE SECTIONAL CENTER MANAGER

868. 1 2 3 4 5 Plans and implements facility programs in accordance with regional and national policy.

869. 1 2 3 4 5 Approves operating budgets of associate post offices.

870. 1 2 3 4 5 Directs supportive services.

871. 1 2 3 4 5 Participates in selecting, training, and removing postmasters and top level management of associate postal units.

872. 1 2 3 4 5 Provides postal information to news media, business representatives, and local governmental agencies.

873. 1 2 3 4 5 Directs and coordinates operations of various sectional centers within a district.

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189.117-022 INDUSTRIAL ORGANIZATION MANAGER

874. 1 2 3 4 5 Plans, develops, and implements through subordinate administrative personnel, organizational policies and goals.

875. 1 2 3 4 5 Coordinates activities of divisions or departments.

876. 1 2 3 4 5 Directs and coordinates preparation of sales promotion of products manufactured or services performed to develop new markets, increase share of market, and to obtain competitive position in industry.

877. 1 2 3 4 5 Analyses division or department budget requests.

878. 1 2 3 4 5 Allocates operating budgets.

879. 1 2 3 4 5 Confers with administrative personnel, reviewing activity, sales, and operating reports to determine changes in programs or operations required.

880. 1 2 3 4 5 Directs preparation of administrative directives outlining changes in policy, programs, or operations.

881. 1 2 3 4 5 Represents organization in industry manufacturing or trade associations to develop acceptance of organization.

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189.167-014 SERVICE DIRECTOR

882. 1 2 3 4 5 Controls expenditures for items.

883. 1 2 3 4 5 Arranges for storage and display space for new merchandise.

884. 1 2 3 4 5 Acts as laison for trucking company that delivers merchandise to customers.

885. 1 2 3 4 5 Hires and trains new employees.

000. 1 2 3 4 5 ______________________________

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189.167-018 MANAGEMENT TRAINEE

886. 1 2 3 4 5 Receives training and performs duties in departments to become familiar with line and staff functions and operations and management viewpoints and policies that affect each phase of business.

887. 1 2 3 4 5 Observes and studies techniques and traits of experienced workers in order to acquire knowledge of methods, procedures, and standards required for performance of departmental duties.

888. 1 2 3 4 5 Trains in functions and operations of related or allied departments to facilitate transferability between departments and to provide greater promotional opportunities.

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189.167-022 DEPARTMENT MANAGER

889. 1 2 3 4 5 Reviews and analyzes reports, records, and directives, and confers with supervisory personnel to obtain data required for planning department activities.

890. 1 2 3 4 5 Assigns, or delegates responsibility for specific work or functional activities and dissemination of policy to supervisory personnel.

891. 1 2 3 4 5 Gives work directions.

892. 1 2 3 4 5 Resolves problems.

893. 1 2 3 4 5 Prepares work schedules.

894. 1 2 3 4 5 Sets deadlines.

895. 1 2 3 4 5 Coordinates activities of department with inter-related activities of other departments.

896. 1 2 3 4 5 Prepares reports and records on departmental activities for management.

897. 1 2 3 4 5 Evaluates current procedures and practices for accomplishing activities and functions of department to develop and implement alternate methods designed for improvement of work.

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191.117-018 BUSINESS MANAGER

898. 1 2 3 4 5 Negotiates with officials of unions, motion picture or television studios, stage productions, or entertainment houses for contracts and financial return to be received for engagements.

899. 1 2 3 4 5 Promotes client's interest by advising on income, investments, taxes, legal, and other financial matters.

900. 1 2 3 4 5 Provides liaison between client and representatives concerning contractual rights and obligations to settle contracts.

901. 1 2 3 4 5 Summarizes statements on periodic basis concerning client's investments, property, and financial status.

Part II. The tasks identified in Part II are listed by career opportunity selected and identified through the use of the "Career Opportunities Survey" previously submitted to Business Administration Advisory Board Members across the state. These tasks have been identified by careers to enable you to indicate competency levels for tasks peculiar to a career opportunity and/or to indicate competency levels which may vary, depending upon the career opportunity.

In the spaces provided for other tasks at the end of each career opportunity section, please list and rate the importance of any additional tasks (not previously listed for all careers in Part I) required to perform the job. In these spaces, too, you may list tasks from Part I where you indicated a "general" competency level as inappropriate for a specific career (by blacking in the circle under the career opportunity listing); you should then indicate the competency level desirable for the identified task as a specific aspect of the particular career opportunity.

Again, the person should possess:

1. no competency in this activity
2. slight competency in this activity
3. moderate competency in this activity
4. considerable competency in this activity
5. complete competency in this activity

188.117-046 COMPLIANCE DIRECTOR (Government Service)

511. 1 2 3 4 5 Plans, organizes, and executes compliance programs in areas of employment, housing, and education.

512. 1 2 3 4 5 Establishes and coordinates activities of local community relations committees.

513. 1 2 3 4 5 Conducts investigations to resolve complaints and report violations for adjudication.

514. 1 2 3 4 5 Plans informational programs to stimulate and maintain community interest and support.

515. 1 2 3 4 5 Cooperates with local, state, and federal government units and other organizations in identifying needs and providing assistance of enforcement of statutes.

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188.117-050 CONSUMER AFFAIRS DIRECTOR (Government Service)

516. 1 2 3 4 5 Plans and implements policies and procedures governing program.

517. 1 2 3 4 5 Develops and conducts program to inform public of departmental objectives.

518. 1 2 3 4 5 Conducts investigations and cooperates with federal, state, and local agencies, business community, and private organizations to resolve violations of consumer protection laws.

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519. 1 2 3 4 5 Advocates consumer interests before legislative body, regulatory agencies, and other judicial forums.

520. 1 2 3 4 5 Recommends changes in legislation affecting consumer protection.

521. 1 2 3 4 5 Directs hiring, training, and evaluation of staff personnel.

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188.117-058 COUNCIL ON AGING DIRECTOR

522. 1 2 3 4 5 Plans and directs surveys and research studies into problems of health needs, employment dificulties, etc., of older people.

523. 1 2 3 4 5 Evaluates findings to formulate policies and techniques for improving adjustment of older citizens.

524. 1 2 3 4 5 Promotes establishment of or directs local programs and services.

525. 1 2 3 4 5 Coordinates programs of government, charitable, and religious organizations to avoid duplication.

526. 1 2 3 4 5 Prepares and distributes public information materials dealing with group problems.

527. 1 2 3 4 5 Delivers speeches and participates in discussions with community leaders and other interested parties to promote objectives of program.

528. 1 2 3 4 5 Recommends changes in legislation and public policy to promote interests of aged.

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188.117-086 MERIT SYSTEM DIRECTOR

529. 1 2 3 4 5 Formulates policies and procedures on recruitment, testing, placement, classification, and salary administration.

530. 1 2 3 4 5 Confers with school officials and superintendents of public buildings to arrange for space to conduct exams.

531. 1 2 3 4 5 Verifies applicability and authenticity of exam and inventories examination materials to prevent errors and unauthorized use.

532. 1 2 3 4 5 Effects liaison with public officials, employee groups, and general public to promote program objectives.

533. 1 2 3 4 5 May proctor examinations and participate in oral interviews with applicants.

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188.117-110 HOUSING-MANAGEMENT OFFICER

534. 1 2 3 4 5 Develops policy and standards for guidance of local housing organizations in establishing and maintaining uniformity in operation of housing projects.

535. 1 2 3 4 5 Studies operation of housing projects, noting trends and needs, and evaluates efficiency of housing programs.

536. 1 2 3 4 5 Prepares regulations, procedures, and instructions for operation of housing projects based on analysis of operations.

537. 1 2 3 4 5 Approves or disapproves requests for waivers to policies, standards, and procedures.

538. 1 2 3 4 5 Consults with and advises housing personnel of public and private groups concerning needed improvements in housing operations.

539. 1 2 3 4 5 Advises and assists managers and staffs of local housing authorities concerning problems and possibilities for improvements.

540. 1 2 3 4 5 Leads public meetings and serves on committees to stimulate efforts of national, local, and private housing agencies and to emphasize housing needs of military personnel and low-income families.

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188.117-122 PROPERTY-UTILIZATION OFFICER

541. 1 2 3 4 5 Reviews property-related data to obtain information on property status, needs, and availability.

542. 1 2 3 4 5 Writes, fills out, and reviews bids, contract specifications, purchase orders and estimates, and transfer forms to effect property transactions.

543. 1 2 3 4 5 Contacts vendors and potential users, and inspects and inventories acquired and transferred property through visits to government installations and vendor sites.

544. 1 2 3 4 5 Negotiates and confers with administrators, vendors, or users to effect agreement on property transfer details.

545. 1 2 3 4 5 Authorizes expenditures within specified limits for purchases of supplies and equipment, equipment repair and maintenance, and alterations to premises.

546. 1 2 3 4 5 Fills government agency or other qualifying organization requests from surplus inventories.

547. 1 2 3 4 5 Prepares plans, standards, and specifications for building and equipment maintenance, repair, and inspection.

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188.137-010 SUPERVISOR (Government Service)

548. 1 2 3 4 5 Reviews unit's workload, schedules, personnel assignments, status of on-going work projects, and available personnel for work assignment in order to plan unit activities.

549. 1 2 3 4 5 Assigns specific duties to personnel.

550. 1 2 3 4 5 Reviews reports, papers, and other records prepared by personnel for clarity, completeness, accuracy, and conformance with agency policies.

551. 1 2 3 4 5 Routes approved reports and records to superior for action.

552. 1 2 3 4 5 Coordinates work activities of unit with other units, sections, or agencies to prevent delays in actions required or to improve services to public.

553. 1 2 3 4 5 Plans and conducts, or arranges for, indoctrination and training of personnel.

554. 1 2 3 4 5 Approves leave requests.

555. 1 2 3 4 5 Evaluates personnel performance and initiates disciplinary actions.

556. 1 2 3 4 5 Interviews jobs applicants on eligibility lists and prepares individual recommendations for consideration by superior.

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188.167-010 APPRAISER (Government Service)

557. 1 2 3 4 5 Inspects property to make property appraisal.

558. 1 2 3 4 5 Computes amount of tax to be levied, using applicable tax tables, and writes reports of determinations for public record.

559. 1 2 3 4 5 May interpret laws.

560. 1 2 3 4 5 May formulate policies and direct activities of assessment office.

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188.167-042 STATE-ASSESSED PROPERTIES DIRECTOR

561. 1 2 3 4 5 Devises procedures for compiling, computing, and analyzing valuation data according to knowledge of statistical principles and accepted valuation theories.

562. 1 2 3 4 5 Assigns appraisers to interview industrial, commercial, and residential property owners and inspect properties in prescribed areas to obtain current valuation data.

563. 1 2 3 4 5 Directs personnel engaged in assembling and analyzing data into statistical groupings to facilitate comparisons with previous assessments.

564. 1 2 3 4 5 Prepares or directs preparation of reports and graphs to illustrate findings.

565. 1 2 3 4 5 Derives assessment equalization factors from computed data according to accepted valuation principles and knowledge of real estate market relationships.

566. 1 2 3 4 5 Allocates expected revenue among State tax districts according to computations and departmental regulations.

567. 1 2 3 4 5 Recommends changes in valuation procedures, tax rates, and tax policy to appropriate officials.

568. 1 2 3 4 5 Represents tax commission at meetings of boards of equalization, at tax appeal hearings, and in court.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

188.167-062 PARK SUPERINTENDENT

569. 1 2 3 4 5 Tours areas to assess development possibilities and determine maintenance needs.

570. 1 2 3 4 5 Prepares estimates of costs to plan and provide or improve fish and wildlife protection, recreation, and visitor safety.

571. 1 2 3 4 5 Selects, trains, and supervises park rangers.

572. 1 2 3 4 5 Directs workers engaged in rescue activities and fire suppression in park area.

573. 1 2 3 4 5 Investigates accidents, vandalism, theft, poaching, and other violations and presents evidence before court or designated legal authority.

574. 1 2 3 4 5 Answers letters of inquiry and addresses visitors and civic organizations to inform public of park regulations and available recreational facilities, and to point out historical, and scenic features of park.

575. 1 2 3 4 5 Prepares reports of area activities.

576. 1 2 3 4 5 May maintain records of attendance, permits issued, and monies received.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

188.167-066 POSTMASTER

577. 1 2 3 4 5 Organizes and supervises directly, or through subordinates, activities of processing incoming and outgoing mail, issuing and cashing money orders, selling stamps, bonds, and certificates, and collecting box rents to insure efficient service to patrons.

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578. 1 2 3 4 5 Resolves customer complaints and informs public of postal laws and regulations.

579. 1 2 3 4 5 Confers with suppliers to obtain bids for proposed purchases, requisitions supplies, and disburses funds as specified by law.

580. 1 2 3 4 5 Prepares and submits detailed and summary reports of post office activities to designated superior.

581. 1 2 3 4 5 Selects, trains, and evaluates performance of employees and prepares work schedules.

582. 1 2 3 4 5 May perform or participate in post office activities.

583. 1 2 3 4 5 May plan and implement labor relations program.

584. 1 2 3 4 5 May confer with employees to negotiate labor disputes.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

188.167-070 RELOCATION COMMISSIONER (Government Service)

585. 1 2 3 4 5 Confers with individuals affected to ascertain necessary action.

586. 1 2 3 4 5 Coordinates plans to effect relocation of homes, businesses, or other property affected by improvement.

587. 1 2 3 4 5 May arrange moving of houses, fences, and other improvements.

588. 1 2 3 4 5 May arrange drilling of wells and construction of foundations for affected residents.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

188.167-098 SANITATION SUPERINTENDENT

589. 1 2 3 4 5 Coordinates activities of workers concerned with sewage treatment, recycling or incineration plants, and landfill activities of disposal sites.

590. 1 2 3 4 5 Conducts field inspections to evaluate efficiency of sanitation program and to determine that residents are adhering to regulations.

591. 1 2 3 4 5 Notifies individuals of violations and initiates actions to obtain compliance with regulations.

592. 1 2 3 4 5 Supervises workers engaged in investigation of complaints and collection of delinquent accounts.

593. 1 2 3 4 5 Supervises persons engaged in preparation of cost and operational reports and compiles budget estimates for review and approval of authorities.

594. 1 2 3 4 5 Confers with engineering and other technical personnel to advise and assist in development, design, and installation of sanitation facilities.

595. 1 2 3 4 5 Prepares material to keep public informed of changes in regulations.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

188.167-106 UNCLAIMED PROPERTY OFFICER

596. 1 2 3 4 5 Directs, through subordinates, search for owners of uncalimed property.

597. 1 2 3 4 5 Receives and directs processing of recovery claims.

598. 1 2 3 4 5 Authorizes deposit of unclaimed property in trust fund or arranges for public auctions.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

189.117-018 CUSTOMER TECHNICAL SERVICES MANAGER

599. 1 2 3 4 5 Coordinates technical liaison services between management, production department, sales department, and customers with newly developed techniques or practices in processing company products, and to inform customers of new types, specifications, and end-uses of products.

600. 1 2 3 4 5 Confers with production department managers to assist in specific classification of products from quality assurance position, etc.

601. 1 2 3 4 5 Directs investigation of customer complaints.

602. 1 2 3 4 5 Records, analyzes, and informs concerned personnel of production quality assurance.

603. 1 2 3 4 5 Informs sales department of status and disposition of customer complaints and claims.

604. 1 2 3 4 5 Negotiates settlement of claims.

605. 1 2 3 4 5 May survey potential markets for increasing sales.

000. 1 2 3 4 5 ____________________

000. 1 2 3 4 5 ____________________

189.167-026 MEMBERSHIP DIRECTOR

606. 1 2 3 4 5 Contacts interested parties to present aims and ideals of organization.

607. 1 2 3 4 5 Coordinates group efforts in petitioning parent organization for charter and recognition.

608. 1 2 3 4 5 Advises societies or lodges having financial, organizational, and membership problems.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

189.167-030 PROGRAM MANAGER

609. 1 2 3 4 5 Plans and develops methods and procedures for implementing program.

610. 1 2 3 4 5 Directs and coordinates program activities.

611. 1 2 3 4 5 Exercises control over personnel responsible for specific functions or phases of program.

612. 1 2 3 4 5 Confers with staff to explain program and individual responsibilities for functions and phases of program.

613. 1 2 3 4 5 Directs and coordinates personally, or through subordinate managerial personnel, activities concerned with implementation and carrying out objectives of program.

614. 1 2 3 4 5 Reviews reports and records of activities to insure progress is being accomplished toward specified program objective and modifies or changes methodology as required to redirect activities and attain objectives.

615. 1 2 3 4 5 Controls expenditures in accordance with budget allocations.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

191.117-014 BOOKING MANAGER

616. 1 2 3 4 5 Schedules attractions for season.

617. 1 2 3 4 5 Negotiates with booking representatives or producers of attractions to arrange terms of contract, play dates, and fees to be paid for engagements.

618. 1 2 3 4 5 Auditions new talent.

619. 1 2 3 4 5 Arranges for billing in accordance with contract agreement.

620. 1 2 3 4 5 Books motion pictures for exhibit into theater chains or independent houses.

621. 1 2 3 4 5 Selects and rents pictures to be exhibited on basis of potential box-office sales, cast of players, advertising allotment allowed by distributor, and similar factors.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

191.117-038 TOURING PRODUCTION MANAGER

622. 1 2 3 4 5 Completes arrangements, including contracting union agreements, hiring stage hands, and procuring legal permits for performance.

623. 1 2 3 4 5 Approves budgetary items for advertising and promotional purposes.

624. 1 2 3 4 5 Audits box-office receipts and files accounting statements according to legal requirements.

625. 1 2 3 4 5 May compile payroll records and distribute paychecks.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

191.157-010 PAWNBROKER

626. 1 2 3 4 5 Estimates pawn or pledge value of articles and lends money to customer.

627. 1 2 3 4 5 Examines article to determine condition and worth.

628. 1 2 3 4 5 Weighs gold or silver articles on coin scales or employs acid tests to determine carat content and purity to verify value of articles.

629. 1 2 3 4 5 Inspects diamonds and other gems for flaws and color.

630. 1 2 3 4 5 Assigns pledge value to article based on knowledge of values or listing of wholesale prices.

631. 1 2 3 4 5 Rejects articles in unsatisfactory condition or having no pledge value.

632. 1 2 3 4 5 Issues pledge tickets and keeps record of loans.

633. 1 2 3 4 5 Computes interest when pledges are redeemed or extended.

634. 1 2 3 4 5 Sells unredeemed pledged items.

635. 1 2 3 4 5 May examine customer's identification and record thumbprints for police reports.

636. 1 2 3 4 5 May testify in court proceedings involving stolen merchandise.

000. 1 2 3 4 5 ______________________________

000. 1 2 3 4 5 ______________________________

191.167-014 CLAIM AGENT (Petroleum Production)

637. 1 2 3 4 5 Examines titles to property to determine their validity.

638. 1 2 3 4 5 Acts as company agent in transactions with property owners.

639. 1 2 3 4 5 Investigates and assesses damage to crops, fences, and other properties.

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640. 1 2 3 4 5 Negotiates claim settlements with property owners.

641. 1 2 3 4 5 Collects and prepares evidence to support contested damage claims in courts.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

191.267-010 REAL ESTATE APPRAISER

642. 1 2 3 4 5 Interviews persons familiar with property and takes measurements.

643. 1 2 3 4 5 Inspects property for construction, condition, and functional design.

644. 1 2 3 4 5 Computes depreciation and reproduction costs.

645. 1 2 3 4 5 Considers location and trends or impending changes that could influence future value of property.

646. 1 2 3 4 5 Searches public records of sales, leases, assessments, and other transactions.

647. 1 2 3 4 5 Compiles data and estimates value of property.

648. 1 2 3 4 5 Submits report to corroborate value established.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

191.287-010 APPRAISER

649. 1 2 3 4 5 Examines items and estimates their wholesale or auction-sale values, basing estimate on knowledge of equipment or goods, current market values, and industrial and economic trends.

650. 1 2 3 4 5 Prepares and submits reports of estimates to clients.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

191.367-010 PERSONAL PROPERTY ASSESSOR

651. 1 2 3 4 5 Prepares lists of personal property owned by householders and merchants in assigned area to facilitate tax assessment.

000. 1 2 3 4 5 ____

000. 1 2 3 4 5 ____

APPENDIX C-3

Task Survey Results

BUSINESS ADMINISTRATION SURVEY

The Business Administration task survey was mailed to the Business Administration Department Heads of the fifty-eight (58) community colleges, technical institutes and technical colleges in North Carolina. Each department head was asked to distribute five task surveys to selected Business Administration Curriculum Advisory Board members. The department head and a selected Business Administration instructor(s) were also to complete a survey.

Task surveys were mailed to Business Administration educators from each of the sixteen (16) public institutions of the University of North Carolina system, thirty (30) non-public, four-year colleges and eight (8) junior colleges in North Carolina.

Task survey returns were low. The complexity of the survey, time required to complete and unfamiliarity with the occupations contributed to the low return. Only twenty-seven (27) surveys were considered valid, and those surveys were valid only for the "common" or standard tasks, not for the career specific tasks. In order to complete this project, expertise of the working committee was required.

The respondent profile, list of the standard tasks and the standard tasks computer analysis printout are shown on the following pages.

COMPETENCY-BASED BUSINESS ADMINISTRATION CURRICULUM STUDY

NORTH CAROLINA DEPARTMENT OF COMMUNITY COLLEGES

RALEIGH, NORTH CAROLINA

RESPONDENT PROFILE QUESTIONNAIRE

Please place a check in the blank following the response number and preceding the response which is applicable to you.

1. Type of position you fill.

1-1 7 Administrative, Managerial
1-2 4 Professional, Owner
1-3 16 Instructional
1-4 ___ (Other) ________________

2. Type of business/institution where you are employed.

2-1 2 Manufacturing
2-2 3 Service
2-3 4 Marketing
2-4 2 Professional Organization
2-5 2 Educational, Secondary
2-6 12 Educational, Post-Sec., 2-Year
2-7 2 Educational, Post-Sec., 4-Year
2-8 ___ (Other) ______________

3. Number of years of experience in your present type of work.

3-1 ___ Less than 1 year
3-2 4 1-5 years
3-3 9 6-10 years
3-4 2 11-15 years
3-5 12 Over 15 years

4. Your educational level.

4-1 ___ Less than high school
4-2 ___ High school diploma
4-3 ___ 1-year diploma, comm. col./tech. institute
4-4 1 2-year degree, comm. col./techn. institute
4-5 9 4-year university, college
4-6 17 graduate degree

STANDARD TASKS FOR
BUSINESS ADMINISTRATION CURRICULUM

11. 1 2 3 4 5 Maintains records of material lists.
12. 1 2 3 4 5 Prepares work orders, orders for parts.
13. 1 2 3 4 5 Writes/dictates business letters and memoranda.
14. 1 2 3 4 5 Writes/prepares proposals.
15. 1 2 3 4 5 Writes requisitions.
16. 1 2 3 4 5 Prepares recommendations.
17. 1 2 3 4 5 Prepares field reports.
18. 1 2 3 4 5 Writes job specifications/descriptions.
19. 1 2 3 4 5 Charts data.
20. 1 2 3 4 5 Writes advertisements.
21. 1 2 3 4 5 Prepares summary reports.
22. 1 2 3 4 5 Prepares financial and budget reports.
23. 1 2 3 4 5 Writes service reports or maintenance reports.
24. 1 2 3 4 5 Writes complaint reports.
25. 1 2 3 4 5 Prepares budget justifications.
26. 1 2 3 4 5 Prepares production reports.
27. 1 2 3 4 5 Completes government reports.
28. 1 2 3 4 5 Gives directions to employees and/or peers.
29. 1 2 3 4 5 Explains work projects and progress to supervisor.
30. 1 2 3 4 5 Participates in group discussion of technical data.
31. 1 2 3 4 5 Explains present and future work projects to peers, supervisors and employees.
32. 1 2 3 4 5 Explains needs to sales representatives.
33. 1 2 3 4 5 Persuades peers, employees, and supervisors.
34. 1 2 3 4 5 Explains new methods/procedures/techniques.
35. 1 2 3 4 5 Maintains communication flow from top management to employee.
36. 1 2 3 4 5 Asks questions.
37. 1 2 3 4 5 Answers questions.
38. 1 2 3 4 5 Relays messages.
39. 1 2 3 4 5 Makes introductions.
40. 1 2 3 4 5 Describes concepts, processes, objects to tech., semi-technical personnel.
41. 1 2 3 4 5 Uses telephone skills for exchanging information.
42. 1 2 3 4 5 Reads directions and instructions.
43. 1 2 3 4 5 Reads manuals.
44. 1 2 3 4 5 Reads manufacturers' literature.
45. 1 2 3 4 5 Reads government regulations.
46. 1 2 3 4 5 Reads professional literature.
47. 1 2 3 4 5 Reads technical data.
48. 1 2 3 4 5 Reads specifications.
49. 1 2 3 4 5 Reads schedules.
50. 1 2 3 4 5 Reads work and material orders.

51. 1 2 3 4 5 Reads correspondence.

52. 1 2 3 4 5 Reads reports.

53. 1 2 3 4 5 Reads price lists and catalogues.

54. 1 2 3 4 5 Reads company policies and procedures.

55. 1 2 3 4 5 Reads invoices.

56. 1 2 3 4 5 Follows instructions.

57. 1 2 3 4 5 Records phone messages accurately.

58. 1 2 3 4 5 Participates in group discussions.

59. 1 2 3 4 5 Receives information on how to do something.

60. 1 2 3 4 5 Actively listens.

61. 1 2 3 4 5 Interprets problems.

62. 1 2 3 4 5 Applies technical information.

63. 1 2 3 4 5 Explains organizational structure to employees.

64. 1 2 3 4 5 Coordinates activities of organizational divisions.

65. 1 2 3 4 5 Manages time.

66. 1 2 3 4 5 Evaluates personnel performance.

67. 1 2 3 4 5 Explains relationships between/among work activities to subordinates.

68. 1 2 3 4 5 Explains relationships between/among work act. and organizational goals.

69. 1 2 3 4 5 Delegates authority and defines responsibilities to subordinates.

70. 1 2 3 4 5 Explains grievance process to subordinates.

71. 1 2 3 4 5 Screens prospective employee applications.

72. 1 2 3 4 5 Interviews prospective employee.

73. 1 2 3 4 5 Recommends applicants for employment.

74. 1 2 3 4 5 Determines pay rates for new employees.

75. 1 2 3 4 5 Conducts job orientation.

76. 1 2 3 4 5 Determines training needs.

77. 1 2 3 4 5 Trains employees.

78. 1 2 3 4 5 Prepares employees for future position/advancement.

79. 1 2 3 4 5 Assists subordinates in establishing career goals.

80. 1 2 3 4 5 Supervises Subordinates.

81. 1 2 3 4 5 Schedules work.

82. 1 2 3 4 5 Facilitates group cooperation.

83. 1 2 3 4 5 Maintains employee morale.

84. 1 2 3 4 5 Establishes lines of communication.

85. 1 2 3 4 5 Observes duties performed by subordinates.

86. 1 2 3 4 5 Coordinates activities to solve employee/employer problems.

87. 1 2 3 4 5 Coordinates activities to solve employee/supervisor problems.

88. 1 2 3 4 5 Decides upon methods of communication.

89. 1 2 3 4 5 Defines and models expected attitudes to/for subordinates.

90. 1 2 3 4 5 Maintains a business-like appearance.

91. 1 2 3 4 5 Counsels with employees.

92. 1 2 3 4 5 Disciplines employees.

93. 1 2 3 4 5 Acts for employer/management on committees.

94. 1 2 3 4 5 Organizes or helps organize committees.

95. 1 2 3 4 5 Travels for company business purposes.

96. 1 2 3 4 5 Selects and/or orders furnishings, equipment and supplies.

97. 1 2 3 4 5 Welcomes visitors.

98. 1 2 3 4 5 Conducts meetings.

99. 1 2 3 4 5 Attends meetings relating to job activities.

100. 1 2 3 4 5 Attends outside job related conventions, banquets or meetings.

101. 1 2 3 4 5 Interprets policy.

102. 1 2 3 4 5 Makes decisions.

103. 1 2 3 4 5 Consults with other company personnel for decision-making.

104. 1 2 3 4 5 Handles classified and confidential records.

105. 1 2 3 4 5 Decides upon methods of communication.

106. 1 2 3 4 5 Compares and verifies accuracy of information and communications.

107. 1 2 3 4 5 Locates and assembles information and data for reports.

108. 1 2 3 4 5 Uses references in obtaining information.

109. 1 2 3 4 5 Compiles statistical data, using mathematical computation.

110. 1 2 3 4 5 Studies and analyzes information presented in financial reports.

111. 1 2 3 4 5 Makes decisions based on information presented in financial reports.

112. 1 2 3 4 5 Prepares requests for information compilation.

113. 1 2 3 4 5 Provides for data for manual report preparation.

114. 1 2 3 4 5 Provides for data for data processing.

115. 1 2 3 4 5 Utilizes information from manual data processing.

116. 1 2 3 4 5 Utilizes information from electronic data processing.

117. 1 2 3 4 5 Represents the company when appropriate.

118. 1 2 3 4 5 Follows-up on suggestions from superiors.

119. 1 2 3 4 5 Assists in making company policy.

OF COMMUNITY COLLEGES
COMPETENCY-BASE ADMINISTRATION STUDY
RICULUM DATA

ITEM	TOTAL NO.	FREQUENCY 1	2	3	4	5	TOTAL RESP	ITEM RANK	MEAN GROUP	EMPLR	EMPLEE	EDUCATOR
11	27	1	2	8	8	3	22	94.	3.455	3.000(5)	3.000(3)	3.714(14)
12	27	2	3	4	8	4	21	97.	3.429	3.750(4)	2.667(3)	3.500(14)
13	27	0	1	6	9	8	24	19.	4.000	3.667(6)	3.333(3)	4.267(15)
14	27	1	1	6	8	7	23	43.	3.826	3.000(5)	3.000(3)	4.267(15)
15	27	2	2	12	5	2	23	109.	3.130	3.333(6)	2.500(2)	3.133(15)
16	27	0	1	5	11	4	21	37.	3.857	3.400(5)	3.000(2)	4.143(14)
17	27	2	1	6	10	3	22	88.	3.500	3.400(5)	2.000(2)	3.733(15)
18	27	2	2	6	5	7	22	80.	3.591	3.000(5)	2.000(2)	4.000(15)
19	27	3	2	8	7	3	23	107.	3.217	3.500(6)	3.000(2)	3.133(15)
20	27	1	4	6	9	2	22	104.	3.318	3.400(5)	1.500(2)	3.533(15)
21	27	0	1	5	14	5	25	25.	3.920	3.857(7)	2.500(2)	4.125(16)
22	27	1	3	5	7	9	25	47.	3.800	3.667(6)	2.667(3)	4.063(16)
23	27	0	5	6	9	2	22	101.	3.364	3.600(5)	2.000(2)	3.467(15)
24	27	2	5	6	8	4	25	105.	3.280	4.000(7)	1.500(2)	3.188(16)
25	27	0	3	7	10	4	24	71.	3.625	3.500(6)	3.500(2)	3.688(16)
26	27	0	5	5	8	6	24	71.	3.625	3.833(6)	2.500(2)	3.688(16)
27	27	0	2	6	9	8	25	25.	3.920	4.000(7)	3.000(2)	4.000(16)
28	27	1	3	1	12	8	25	25.	3.920	3.857(7)	3.333(3)	4.067(15)
29	27	0	2	4	7	10	23	11.	4.087	3.667(6)	3.000(2)	4.400(15)
30	27	2	3	10	5	4	24	106.	3.250	3.143(7)	2.000(2)	3.467(15)
31	27	1	0	6	12	5	24	41.	3.833	3.667(6)	3.500(2)	3.938(16)
32	27	0	1	7	10	5	23	43.	3.826	3.600(5)	3.000(2)	4.000(16)
33	[illegible]	1	1	[illegible]	[illegible]	7	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible](16)
34	27	1	2	5	11	6	25	53.	3.760	3.429(7)	3.000(2)	4.000(16)
35	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible]	[illegible](2)	[illegible]

DEPARTMENT OF COMMUNITY COLLEGES
COMPETENCY-BASED BUSINESS ADMINISTRATION STUDY
CURRICULUM T018

ITEM	TOTAL NO.	FREQUENCY 1	2	3	4	5	TOTAL RESP	ITEM RANK	MEAN GROUP	EMPLR	EMPLEE	EDUCATOR
36	27	0	1	8	8	9	26	23.	3.962	3.714(7)	4.000(3)	4.063(16)
37	27	0	2	5	8	11	26	15.	4.077	3.857(7)	4.000(3)	4.188(16)
38	27	1	1	8	8	8	26	45.	3.808	3.714(7)	4.000(3)	3.813(16)
39	27	0	2	9	8	7	26	52.	3.769	3.429(7)	3.333(3)	4.000(16)
40	27	1	2	6	11	5	25	63.	3.680	3.571(7)	3.000(2)	3.813(16)
41	27	0	1	7	9	9	26	19.	4.000	3.429(7)	4.000(3)	4.250(16)
42	27	0	0	7	7	12	26	6.	4.192	3.714(7)	4.000(3)	4.438(16)
43	27	2	0	11	9	4	26	88.	3.500	3.714(7)	3.333(3)	3.438(16)
44	27	1	2	11	7	3	24	100.	3.375	3.667(6)	2.500(2)	3.375(16)
45	27	0	3	6	9	7	25	47.	3.800	4.000(7)	3.000(2)	3.813(16)
46	27	0	1	9	13	2	25	67.	3.640	3.857(7)	3.000(2)	3.625(16)
47	27	2	1	8	10	4	25	87.	3.520	3.714(7)	2.500(2)	3.563(16)
48	27	1	2	6	9	6	24	61.	3.708	4.000(6)	3.500(2)	3.625(16)
49	27	0	0	9	11	5	25	38.	3.840	4.000(7)	3.500(2)	3.813(16)
50	27	1	1	7	11	4	24	65.	3.667	3.833(6)	2.500(2)	3.750(16)
51	27	0	1	7	14	4	26	45.	3.808	3.571(7)	4.000(3)	3.875(16)
52	27	0	1	8	11	5	25	47.	3.800	3.857(7)	3.000(2)	3.875(16)
53	27	0	3	6	12	2	23	84.	3.565	3.400(5)	3.000(2)	3.688(16)
54	27	1	0	5	10	8	24	19.	4.000	4.000(6)	4.000(2)	4.000(16)
55	27	0	1	7	12	3	23	57.	3.739	3.667(6)	3.500(2)	3.800(15)
56	27	0	2	2	8	13	25	4.	4.280	3.714(7)	4.500(2)	4.500(16)
57	27	0	2	5	7	10	24	16.	4.042	3.500(6)	4.000(2)	4.250(16)
58	27	1	1	7	14	2	25	75.	3.600	3.429(7)	3.667(3)	3.667(15)
59	27	1	3	7	8	6	25	75.	3.600	3.286(7)	4.000(3)	3.667(15)
60	27	0	2	7	5	12	26	18.	4.038	3.429(7)	4.333(3)	4.250(16)

DEPARTM T OF COMMUNITY COLLEGES
COMPETENCY-BASED B SS ADMINISTRATION STUDY
RRICULUM T01A

ITEM	TOTAL NO.	FREQUENCY 1	2	3	4	5	TOTAL RESP	ITEM RANK	MEAN GROUP	EMPLR	EMPLEE	EDUCATOR
61	27	0	1	5	14	6	26	23.	3.962	3.714(7)	3.333(3)	4.188(16)
62	27	0	1	11	7	6	25	59.	3.720	3.857(7)	3.000(2)	3.750(16)
63	27	0	2	6	13	4	25	53.	3.760	3.571(7)	2.500(2)	4.000(16)
64	27	1	2	8	9	5	25	75.	3.600	3.714(7)	2.500(2)	3.688(16)
65	27	0	0	2	12	11	25	2.	4.360	3.857(7)	4.500(2)	4.563(16)
66	27	1	2	2	14	6	25	31.	3.880	4.143(7)	2.000(2)	4.000(16)
67	27	1	1	4	14	5	25	38.	3.840	3.857(7)	3.000(2)	3.938(16)
68	27	0	2	5	11	7	25	25.	3.920	4.143(7)	3.000(2)	3.938(16)
69	27	1	1	1	10	12	25	5.	4.240	4.143(7)	4.500(2)	4.250(16)
70	27	0	1	2	16	6	25	13.	4.080	3.857(7)	4.500(2)	4.125(16)
71	27	1	1	5	16	3	26	58.	3.731	4.000(7)	2.667(3)	3.813(16)
72	27	1	1	5	11	7	25	31.	3.880	4.143(7)	2.000(2)	4.000(16)
73	27	1	0	5	15	5	26	30.	3.885	4.286(7)	3.000(3)	3.875(16)
74	27	1	4	7	8	4	24	98.	3.417	3.667(6)	2.000(2)	3.500(16)
75	27	2	2	10	7	4	25	102.	3.360	3.571(7)	2.000(2)	3.438(16)
76	27	1	2	6	12	4	25	67.	3.640	4.000(7)	2.000(2)	3.688(16)
77	27	1	2	7	10	4	24	81.	3.583	3.667(6)	2.500(2)	3.688(16)
78	27	1	1	4	12	7	25	25.	3.920	3.857(7)	2.500(2)	4.125(16)
79	27	2	1	6	13	3	25	85.	3.560	3.857(7)	2.500(2)	3.563(16)
80	27	0	1	2	14	7	24	8.	4.125	4.167(6)	3.500(2)	4.188(16)
81	27	0	1	7	11	6	25	31.	3.880	3.667(6)	3.333(3)	4.063(16)
82	27	0	2	7	12	4	25	59.	3.720	3.571(7)	3.000(2)	3.875(16)
83	27	1	0	2	13	9	25	7.	4.160	4.143(7)	3.500(2)	4.250(16)
84	27	0	1	1	17	6	25	9.	4.120	3.857(7)	4.000(2)	4.250(16)
85	27	0	2	7	10	5	24	56.	3.750	3.667(6)	3.500(2)	3.813(16)

DEPARTMENT OF COMMUNITY COLLEGES
COMPETENCY-BASED BUSINESS ADMINISTRATION STUDY
CURRICULUM T018

ITEM	TOTAL NO.	FREQUENCY 1	2	3	4	5	TOTAL RESP	ITEM RANK	MEAN GROUP	EMPLR		EMPLEE		EDUCATOR	
86	27	1	0	6	12	5	24	41.	3.833	3.857(	7)	3.000(	2)	3.933(	15)
87	27	2	0	3	13	6	24	34.	3.875	4.000(	7)	3.500(	2)	3.867(	15)
88	27	2	0	8	10	4	24	81.	3.583	3.714(	7)	2.000(	2)	3.733(	15)
89	27	2	2	7	10	4	25	91.	3.480	3.143(	7)	3.000(	2)	3.688(	16)
90	27	2	0	8	7	8	25	53.	3.760	3.429(	7)	3.000(	2)	4.000(	16)
91	27	2	0	8	10	5	25	47.	3.800	4.000(	7)	2.000(	2)	3.938(	16)
92	27	1	0	7	9	7	24	34.	3.875	4.000(	6)	2.000(	2)	4.063(	16)
93	27	2	1	6	12	4	25	75.	3.600	3.857(	7)	2.000(	2)	3.688(	16)
94	27	2	2	8	9	4	25	95.	3.440	3.571(	7)	2.000(	2)	3.563(	16)
95	27	1	2	6	10	5	24	65.	3.667	3.857(	7)	2.000(	2)	3.800(	15)
96	27	3	2	9	7	3	24	108.	3.208	3.167(	6)	2.000(	2)	3.375(	16)
97	27	1	4	8	9	3	25	102.	3.360	3.429(	7)	2.500(	2)	3.438(	16)
98	27	1	0	3	15	6	25	19.	4.000	4.000(	7)	2.000(	2)	4.250(	16)
99	27	1	2	6	12	4	25	67.	3.640	3.571(	7)	3.500(	2)	3.688(	16)
100	27	1	4	7	10	3	25	99.	3.400	3.571(	7)	3.000(	2)	3.375(	16)
101	27	1	3	2	12	7	25	38.	3.840	4.143(	7)	2.500(	2)	3.875(	16)
102	27	0	0	3	10	13	26	1.	4.385	4.000(	7)	3.667(	3)	4.688(	16)
103	27	0	0	3	17	6	26	10.	4.115	3.857(	7)	4.000(	3)	4.250(	16)
104	27	3	1	4	11	6	25	67.	3.640	3.714(	7)	2.500(	2)	3.750(	16)
105	27	1	3	7	12	2	25	95.	3.440	3.571(	7)	2.000(	2)	3.563(	16)
106	27	1	2	4	9	8	24	34.	3.875	3.571(	7)	3.000(	2)	4.133(	15)
107	27	2	2	7	9	4	24	92.	3.458	3.571(	7)	2.000(	2)	3.600(	15)
108	27	0	3	9	7	5	24	81.	3.583	3.429(	7)	3.500(	2)	3.667(	15)
109	27	1	5	5	8	5	24	92.	3.458	3.500(	6)	1.500(	2)	3.688(	16)
110	27	2	0	5	11	4	22	62.	3.682	3.667(	6)	2.000(	2)	3.929(	14)

DEPART[illegible] OF COMMUNITY COLLEGES
COMPETENCY-BASED [illegible] ADMINISTRATION STUDY
[illegible]ICULUM TOTA

ITEM	TOTAL NO.	FREQUENCY 1	2	3	4	5	TOTAL RESP	ITEM RANK	MEAN GROUP	EMPLR		EMPLEE		EDUCATOR
111	27	1	1	2	13	8	25	17.	4.040	4.167(	6)	3.000(	3)	4.188(16)
112	27	2	2	6	9	5	24	46.	3.542	3.667(	6)	2.000(	2)	3.688(16)
113	27	2	1	8	9	4	24	64.	3.500	3.333(	6)	2.000(	2)	3.750(16)
114	27	3	0	5	11	5	24	71.	3.625	3.667(	6)	2.000(	2)	3.813(16)
115	27	2	2	3	13	4	24	71.	3.625	3.833(	6)	2.000(	2)	3.750(16)
116	27	2	2	4	13	4	25	75.	3.600	3.714(	7)	1.500(	2)	3.813(16)
117	27	1	0	5	9	10	25	13.	4.080	4.286(	7)	3.667(	3)	4.067(15)
118	27	0	0	4	14	6	24	12.	4.083	3.857(	7)	4.000(	2)	4.200(15)
119	27	1	3	3	14	4	25	63.	3.680	3.857(	7)	1.500(	2)	3.875(16)